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AMERICAN EXPERIENCE TABLE NOW OBSOLETE"

Actuary of Connecticut Department Advocates Adoption of American Men Ultimate

ASKS AN INVESTIGATION

Wants Commissioner to Recommend New Figures—Says Present System Is Injustice to Policyholders

SAN ANTONIO, TEX., Sept. 18.—In a paper read before the meeting of the National Convention of Insurance Commissioners, Sept. 15, William M. Corcoran, actuary of the Connecticut department, drew the conclusion that the American Experience Table is obsolete; is entirely out of line with current experience; and the continued use of it as required by law is an injustice to policyholders.

He concluded further that the American Men Ultimate Table is a safe standard, is the most accurate measure of present day mortality which we have, and that the companies should be permitted to use it for reserves as well as for premiums if they so desire. He urged that a committee be appointed to investigate the desirability of making the proposed change in the valuation basis and if such change is found desirable to determine the modification necessary in existing statutory requirements, to put the same into effect.

Uses of Mortality Table

"The chief uses of a mortality table are the computation of premiums, reserves, and in the case of participating companies, dividends," says Mr. Corcoran. "It is safe to say that not a single company in making up its premium rates estimates future mortality according to the American Experience Table, nor do participating companies use it for dividend calculations. Yet all companies are compelled to use it for reserves, which in turn determines surrender values."

Mr. Corcoran said that the American Men Mortality Table was published in 1918 by the Actuarial Society of America. It was prepared at the specific request of the National Convention of Insurance Commissioners.

Present Table Arbitrary

Mr. Corcoran said that it was evident that the American Experience Table of Mortality is based upon the arbitrarily adjusted experience of one company (Mutual Life of New York), covering the years 1843 to 1860, and further that in 1925—65 years later—this table of mortality so adjusted is the basis recognized by the statutes of both states for valuation purposes. Mr. Corcoran included in his paper a table showing the ratios of actual to expected mortality for 20 of the leading companies for five-year periods, and showed that whereas in the period of 1904 to 1908 the ratio was 71.2,

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OFFICE MEN'S PROGRAM

TO MEET IN CHICAGO OCT. 1-3

Life Office Management Association to Hold Second Gathering, Important Subjects Up

An interesting program has been arranged for the second annual convention of the Life Office Management Association to be held at the Edgewater Beach hotel, Chicago, Oct. 1-3. The program follows:

Oct. 1—Thursday Morning

8:30 to 10:00—Registration and "Get Together" Meeting.
10:00—Conference called to order by President Franklin B. Mead, secretary and actuary of the Lincoln National Life. Presidential Address—"Home Office Methods of Handling Lapsations and Instatements."

11:00—Training of Home Office Clerical Workers, by R. F. Rust, secretary, Union Central Life.

Thursday Afternoon

1:45 to 3:00—Round Table Conferences, as follows:

Room A—Classification of Home Office Accounts to permit Operating Control. Chairman, James Scott, comptroller Missouri State Life.

Discussion led by J. Charles Seitz, secretary, Security Life, Chicago; S. O. Kennedy, comptroller, International Life.

Room B—Life Insurance Branch Clerical Operations. Chairman, C. R. Dent, secretary, Confederation Life Association.

Discussion leader, N. P. Wood, auditor, State Mutual Life.

3:00 to 4:30:
Room A—Welfare Activities. Chairman, H. F. Larkin, secretary, Connecticut Mutual Life.

Discussion led by Charles E. Johnston, assistant secretary, Phoenix Mutual Life. Room B—Operation of Home Office Printing Department. Chairman, L. D. Cavanaugh, vice-president and actuary, Federal Life.

Discussion led by George A. Drieu, assistant secretary, Connecticut General Life; E. A. Denny, assistant secretary and assistant treasurer, State Mutual Life.

Thursday Evening

Informal Banquet, Edgewater Beach Hotel.

Toastmaster, George Graham, vice-president, Central States Life.

Address by James V. Barry, vice-president, Metropolitan Life.

Oct. 2—Friday Morning

9:00—Conference Convenes in Banquet Room, Edgewater Beach Hotel. Chairman, J. G. Parker, actuary, Imperial Life of Canada.

Application of Office Machinery to Home Office Operations, by Henry Holt, assistant actuary, National Life.

10:00—Home Office Organization, by L. C. Ashton, secretary, Provident Mutual Life.

11:00—Operation of the New Business Department, by Dr. J. P. Hutchinson, secretary, Home Office Service Committee, The Penn Mutual Life.

Friday Afternoon

1:15—Business Meeting (Election of Officers, etc.).

1:45 to 3:00—Round Table Conferences, as follows:

Room A—Accounting for the Collection of Premiums. Chairman, A. A. Rydgen, vice-president and actuary, continental Life.

Discussion led by P. C. H. Papps, mathematician, Mutual Benefit Life Insurance Company.

3:00 to 4:30:
Room A—Operation of Home Office Service Departments. Chairman, Dr. H. W. Cook, vice-president and medical director, Northwestern National Life.

Discussion led by R. C. Neuendorfer, secretary, Guardian Life; Roy M. Jones, secretary, Atlantic Life.

Room B—Destruction of Office Records. Chairman, R. F. Tull, secretary, Fidelity Mutual Life.

Discussion led by A. J. McAndless, assistant secretary, Lincoln National.

TENDER BID FOR 1926

SCOTT IN PRESIDENCY RACE

Memphis Will Officially Seek Next Year's Life Convention; Urge Scott as Head

NEW YORK, Sept. 16.—In addition to Philadelphia and Detroit, another city has tendered an invitation officially to the National Association of Life Underwriters for the 1926 convention. Plans have been made to have an official delegation from Memphis, Tenn., attend the Kansas City convention to enthusiastically urge and set forth the claims of the Tennessee city as a convention headquarters.

Memphis Easy to Reach

In addition to being easy of access from practically all parts of the country, Memphis, its backers declare, would be an ideal point for holding the 1926 convention and its selection would compliment the southern life underwriters and stimulate their interest in the association movement. Hotel facilities have recently been enlarged and increased there through the erection of a \$3,000,000 hotel and Memphis believes it can comfortably take care of all delegates to a gathering of such a size as the 1926 association convention promises to be.

Detroit and Philadelphia will both extend official invitations at the Kansas City gathering and will ask for the 1926 convention while Dallas will set forth its claims for the 1927 convention.

Another Presidency Candidate

In addition to the names of William M. Furey, general agent at Pittsburgh for the Berkshire Life, and of E. B. Hamlin of the Cleveland agency of the National Life of Vermont, who have been mentioned for the presidency of the association during the coming year, the name of Charles L. Scott, Kansas City general agent of the Massachusetts Mutual, has been advanced. Other members of the Kansas City organizations are particularly urging his claim for the high honor in life association circles. Mr. Scott's friends set forth that he is a successful personal business producer and an efficient general agent and has long been an active worker in local and national agency organization with all qualifications for leadership. His elevation to presidency of the national body would also be a recognition, it is pointed out, of the work performed by the agents at Kansas City and contiguous centers in arranging the entertainment program for the forthcoming meeting.

K. C. ASSOCIATION BOOSTS SCOTT

KANSAS CITY, MO., Sept. 17.—The Life Underwriters Association of Kansas City will propose Charles L. Scott, general agent of the Massachusetts Mutual here, for president of the National Association, at the coming convention. The executive committee of the local association started the ball rolling Tuesday with the dispatch of telegrams announcing the purpose.

Mr. Scott is not only one of the most popular and willing of workers locally, but he is perhaps the most widely known

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COMMISSIONERS MEET ON SOUTHERN BORDER

Annual Session of Supervising Officials Now Under Way at San Antonio

LARGE NUMBER ON HAND

Thirty-five States Represented and Many Company Officials Also in Attendance at Meeting

By W. A. SCANLON

SAN ANTONIO, TEX., Sept. 16.—The 56th annual session of the National Convention of Insurance Commissioners and the 20th annual convention of the Fire Marshals Association of North America opened here Monday. An interesting and instructive program has been arranged for the business sessions and an elaborate entertainment program is being furnished.

There is a large attendance. The total registration at the commissioners' convention shows 420 on hand. Representatives of the insurance departments of 35 states answered the first roll call. Officials of companies, representatives of various insurance organizations, general, state, special and local agents are here in large numbers.

Open With Joint Session

President John C. Luning, insurance commissioner of Florida, presided at the opening session, which was a joint session of the commissioners and fire marshals. The address of welcome was delivered by Mrs. Miriam A. Ferguson, governor of Texas, and James E. Ferguson, ex-governor, for the state of Texas. John W. Tobin, mayor of San Antonio, gave the welcoming address for San Antonio.

Judge Harry L. Conn, superintendent of insurance of Ohio, and Chester E. Johnson, fire marshal of Alabama, responded to the addresses of welcome. Pat M. Neff, ex-governor of Texas, spoke for the Texas insurance organizations. Immediately following, the fire marshals adjourned to their meeting place at the Gunter Hotel.

Luning and Kendrick Speak

The addresses of President Luning and W. R. C. Kendrick, commissioner of insurance of Iowa, were presented at the Monday morning session. President Luning in his annual report reviewed the work and accomplishments of the association during the past year and touched on some of the vital matters confronting the insurance business today.

Commissioner Kendrick read a most interesting and forceful paper, his subject being "The Force and Effect of Departmental Rulings and the Attitude of Courts Thereon." Commissioner Kendrick's paper showed that he had given much serious thought and expended much effort in getting together his data. He quoted from letters received from

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SAYS PLAN IS UNJUST OBJECT TO BOARD METHOD

Smaller Companies Declare They Are Put At Disadvantage Because of Pennsylvania Boards

Some of the smaller and younger life companies are objecting to the plan that has been in vogue in Pennsylvania for some time whereby the insurance department depends on local boards for advice as to whether an applicant should be licensed. The applicant has to fill out a questionnaire and appear before the local board, which is composed of insurance agents. The object is to have insurance agents look into the qualifications of an applicant and see whether he is capable and qualified to sell insurance. Through this plan, its advocates claim that a number of incompetents have been weeded out.

Some Companies Object

Some of the younger companies, however, claim that they are being discriminated against because their applicants are turned down. They declare that they must recruit their agents from other callings and gradually train them for more efficient service. The president of one of the progressive life companies makes the charge that he has bona fide evidence to show that some of his applicants have been turned down only to be licensed later by other companies. He declares that injustice is being worked on his company by this method. This president states that he has been told that in some localities members of the board get into competition with one another in going after applicants that have been declined for the younger companies. This is true in case of life insurance, he declares.

Practically Out of the Running

This president declares that his company applied for a number of agents' licenses in Pittsburgh, some in Philadelphia and others in prominent towns in the state, only to have them rejected and then later found that a number of these had been licensed by other companies. The president declares that he has proof to back up his statement. He asserts that he is unable to form an organization now because he is not taking agents from other companies, but is recruiting them from other lines of business which give the local boards an excuse for turning them down on the ground that they are not sufficiently versed in the business to give proper service.

Pittsburgh Letter Is Shown

This president also calls attention to a letter sent out by Theo J. Schank, chairman of the membership committee of the Pittsburgh Life Underwriters Association, calling attention to a recent meeting of his committee in which it was agreed that every licensed agent should be fully informed not only on what the association has already accomplished to place the life insurance profession in his district on a plane second to none, but that the reorganized association plans are to protect and further the interests of the individual agents in the future. The president calls attention to this sentence that appears in the letter: "The opinion was also expressed that the granting of licenses in the future should be contingent on membership in the association. Of course, no definite action could be taken in this respect, but it is gratifying to learn the attitude of your committee in the matter."

Needs Thorough Investigation

The president quoted believes that it is time that the system of licensing in Pennsylvania be thoroughly investigated and companies objecting to it unite in a common protest against what he terms an unjust scheme.

HOW SMALL TOWN AGENT WROTE 105 APPLICATIONS IN SINGLE DAY

AN interesting account of the methods followed in setting a new world's record by writing 105 applications for life insurance in one day has been given to THE NATIONAL UNDERWRITER by Spencer B. Apple, an agent for the Travelers at Baxter Springs, Kan., a town of only 5,000 people, who accomplished that feat on Sept. 8. Mr. Apple was formerly a school superintendent and has been writing life insurance only one year. In describing his campaign he says:

Used Advance "Ads" in Newspapers and Movies

"In the matter of advance preparation, I advertised in the local paper by display ads and 'readers.' In these I called attention to the world's record and that on Sept. 8 I would try to beat it. I also ran from three to ten slides in the picture shows along the same lines. I also used in the above some phrases like 'Wives sometimes object to life insurance but widows never do,' etc.

"Three at one place was the largest number of policies written at any one plant. All except two were written within the city limits.

"The campaign included all classes of prospects except substandard. I do not think there was more than one who will have to be rated up on account of occupation. I do not think there will be more than two refused on account of physical condition, according to statements from the examining physicians.

No Time for Arguments, Warning to Prospects

"In my campaign preceding I warned my prospects that I would have no time for 'arguments' on the 8th. I wanted them to say 'yes' or 'no' upon my arrival. I had 122 who promised to give careful consideration on that day. On the 5th I wrote each of the 122, telling them I would be there on the 8th and expect them to sign and help Baxter Springs beat the record; for them to decide in their own minds the kind of a policy and the amount, to have the method of payment determined, be able

to give the date of their birth and designate the beneficiary.

"I solicited 111 of these on the 8th and wrote 106. One mother changed her mind after having her boy sign and when he came to the office about 8 p.m. and told me of his mother's change of mind I tore up his application. That left me 105. The other 11 were either out of town or I failed to make connections.

Much Interest in Outcome of Campaign

"Dick Smith, manager of the Kansas City branch, and Field Assistant E. R. Chesney were on hand. Dick and my partner, R. C. Gibson, kept the ones who had signed on the road to be examined. Chesney drove my car. We had it decorated with signs, 'Help S. B. Apple Beat the World's Record' and 'Beating the World's Record,' etc. Mr. Gibson also used the phone to good advantage, informing the prospects that I was on my way and to be ready for me. Everybody seemed to be interested and we had constant inquiry as to the number, several men coming to the office to watch the turn in.

Some Bought on Bet But All Are Well Sold

"Several who took policies did so on a bet that it could not be done. One said he would be the fiftieth. Another said he would tie the old record of 72. Another that he would tie the record of 101, etc. I got these men on their numbers. The surprising thing to me has been the fact that almost without exception the fellows are well sold and seem glad to go on through. Practically all have been examined. Those who have not come up either been out of town or have come up while the doctors were out of their offices.

"This is an under-insured district. We are surrounded by a mining field and the people are accustomed to taking chances. Hence they take a chance that they will not need life insurance. I believe this campaign will mean some good business for all agents."

COMMENT RECALLS SHARE OF JOURNALS IN ORGANIZATION OF NATIONAL ASSOCIATION

(Reprinted from "The Standard" of Boston)

THIRTY-FIVE years ago there gathered in Boston a body of representative life insurance agents of the country. It was in the month of June and the meeting place was the Parker house. Then and there was formed the National Association of Life Underwriters. Constitution and by-laws were adopted and it was moved the same be printed at once that every representative present might have a printed copy by the next morning. A dignified gentleman stepped forward and informed the convention he would assume the expense and trouble of supplying the printed copies and would have them on hand in the morning. That gentleman was Col. C. M. Ransom, editor of "The Standard."

During the later proceedings of the same day no little emphasis was paid to the important part which Col. Ransom had taken in forming the first local underwriters' association, incidentally created in the office of "The Standard," and his part in getting together the body of men who were to found the National Association. It was brought out that in a day and era when agents and companies were alienated and hostile to each other, it had been the editor of an insurance publication who had been the means "to bring life insurance agents together, to unite them by social bonds, and with one swoop to destroy

forever the alienations which had separated them."

Press Had a Hand

There is no intent by this reminder to emphasize unduly the part played by this publication and its former owner in bringing about the formation of the Boston association and later the National Association, except to make it clear and distinct that these now great bodies owe their existence in a large measure to the influence of the insurance press. Has the National Association today forgotten the debt it owes to that insurance press for its very existence. It would so seem if the criticisms by some insurance publishers are justified. It is reported that many members of the trade press, and it is not a personal matter, for this paper does not supply life insurance books and pamphlets, are complaining that the National Association has gone into the publishing business and is attempting to secure exclusively for itself the agency market by printing and offering for sale at cut rates, and discounts which are divided with individual purchasers of large orders, insurance books and other literature such as for many years have been gotten out by the insurance trade press.

Prominent members of the National Association, it is claimed, are utilizing the National Association to market their wares and confining their output to that organization, and thus

NO MERGER JUST NOW

CRESCENT LIFE TO CONTINUE

Indianapolis Company, Purchased by International L. & T., to Go On as Independent Entity

INDIANAPOLIS, IND., Sept. 17.—It is understood that while a controlling interest in the stock of the Crescent Life of Indianapolis is being acquired by the stockholders of the International Life & Trust of Moline, Ill., and that an authorization to merge the companies has been made by the stockholders, the actual merger will not be made at present. The International Life & Trust has not made application for admission to Indiana, but the Crescent will be continued as an independent company with Bertram Day, president in active charge.

There is a legal difficulty to be overcome before the International Life Trust could enter Indiana, as the laws of Indiana do not permit the use of the word "trust company" in connection with a life company either organized in the state or seeking admission from the outside.

History of Two Companies

The Crescent Life was incorporated under the legal reserve deposit laws of Indiana March 2, 1914, but did not begin to write business until September 1916. Its authorized capital was originally \$100,000. This was later increased to \$200,000, but only \$50,000 additional stock was sold and the capital was then fixed at \$150,000. The company has written Masons only and will continue to restrict its field. President Day of the Crescent expresses himself as well pleased with the affiliation that is being made with the International Life & Trust.

"We are planning to enlarge our field," he said, "and expect to apply for admission to Ohio and Michigan within the next two or three months."

The International Life & Trust was organized in 1915 as the Lutheran International, the name being changed to its present form in 1920. It has paid in capital of \$255,835. The Crescent has approximately \$5,000,000 insurance in force and the International \$10,000,000.

Northwestern Life Outing

The Northwestern Life of Omaha held its annual outing recently at Spirit Lake, Ia. Nine states were represented at the convention, including Iowa, Colorado, Nebraska, Oklahoma, Kansas, Missouri, Ohio, South Dakota and Indiana. The address of welcome was given by President Clyde G. Smith. Following this was general discussion of the company's policies and methods of obtaining business.

Midland Mutual Raises Quota

The Midland Mutual Life, which last sold \$12,000,000 of insurance thus far this year, has set \$20,000,000 as its goal and is now issuing quotas to its agents for the remaining \$8,000,000. The company is considering entering New Jersey, Virginia, Florida and possibly one or two other states.

creating a "corner" in antagonism to some insurance press publishers.

Ethics Should Be Questioned

The system of discount savors very much of the insidious system of rebating, against which the association has ardently contended, aided by the same insurance press. It seems very fair, in view of the service rendered by the insurance press in forming and sustaining the underwriters' organizations during these many years, that the ethics of such a formidable antagonism should be questioned.

AETNA GENERAL AGENTS CONFERENCE IS HELD

Discussions Take Place at Poland Springs Convention

TAKE UP MANY PROBLEMS

Strong Program of Addresses and Open Forum Together With Abundant Entertainment Keep Guests Busy

BY MERRITT A. BOYLE

POLAND SPRINGS, ME., Sept. 16.—The famous Poland Springs House, deep in the heart of the Maine woods, was the setting for the second general agents' conference of the Aetna Life Insurance Company, Sept. 10-15. The business meetings were divided into eight sessions. General agents and some office executives and department heads to the number of 200 were in attendance. The agents represented practically the entire producing resources of the company, coming from every state in the Union and from several points in Canada. About 50 home office representatives, headed by President Brainard and Vice-Presidents Frank Bushnell, Kendrick A. Luther, E. C. Cammack, W. E. A. Bulkeley and W. L. Mooney were on hand from Hartford.

President Opens Meeting

The opening address of President Brainard covered a wide range of subjects. He paid a handsome tribute to the memories of Secretary E. C. Gillett, Howell W. St. John, actuary of the company for more than 50 years, and I. J. Muma, general agent at Los Angeles, all of whom died since the first general agents' conference was held at Hot Springs, Va., just a year ago. The fact that ill-health had prevented Vice-President Joel L. English from attending the conference was lamented by Mr. Brainard, who spoke with much feeling upon the invaluable service which Mr. English has rendered the company during the more than 50 years he has been in its service. He touched on the proposed group of buildings which the Aetna plans to erect on its commanding site of 17 acres in the center of Hartford. In responding to the address of Mr. Brainard, E. H. L. Gregory, general agent at San Francisco, said that the benefits derived from such a conference could not be adequately valued either by the field in general, the individual agents, or the home office. It affords the only opportunity for an exchange of ideas between the producing and the executive departments, he said, and supplies an incentive for development and expansion which must be apparent to all who are familiar with the recent unprecedented growth of the company.

Discusses Group Business

The growth and development of group life insurance was discussed by Vice-President E. E. Cammack. Following Mr. Cammack, Dr. E. K. Root, medical director, and Dr. Donald B. Crayton, associate medical director, spoke on sub-standard risks, which has been a subject of great interest to the general agents since the company began writing such risks two years ago.

Tracing the phenomenal growth of group life insurance in this country, Mr. Cammack said that upwards of 3,000,000 industrial workers today are enjoying the benefits of such protection. The form of life insurance known as group is only 10 years old, Mr. Cammack said, yet it has grown so fast that about \$3,000,000,000 in group life is standing on the books of the companies engaged in

AGENTS HOLD MEETING

GATHER FROM MANY STATES

American National Representatives Convene for Two Days at Home Office in Galveston, Tex.

GALVESTON, TEX., Sept. 16.—Three hundred agents and company officials from 23 states, Cuba and Hawaii met last week at the twentieth annual convention of the American National at the home offices here. W. J. Shaw, secretary, officiated as the chairman, while Judge C. W. Nugent of Galveston gave the address of welcome.

Speakers on the first day's program included P. J. Harvey of Houston, president of the Anico club, who spoke on "Service First"; and W. H. Long, home office inspector, who talked on "Life Insurance Business as a Profession." Round-table discussions and impromptu speeches made up a part of the first business session.

Elect Club Officers

The Anico club, membership to which is limited to agents paying for a minimum of \$150,000 a year, held its annual meeting and the following officers were elected:

P. J. Harvey of Houston, president; Althea Smith of Galveston, first vice-president; R. L. Frazer of Sinton, Tex., second vice-president; B. B. Boyd of Nashville, third vice-president; John S. Baima of Chicago, treasurer; Will H. Ford of Galveston, secretary.

The meeting was brought to a close by an excursion through the home office and a boat trip around Galveston Bay.

writing the business. The premium income is approximately \$30,000,000 annually, he added, or double the amount it reached three years ago, and more than five times in excess of the figure of 1919. The Aetna Life, Mr. Cammack said, carries in group and wholesale life a total of nearly \$900,000,000 or between one-fourth and one-fifth of all such insurance in existence.

Duty to the Public

"It is the duty of all agents to develop group and wholesale business," the speaker said. "It is a duty he owes to the public. Up to about three years ago, this form of insurance was written on a basis whereby the employer paid all of the premium. This did not prove entirely satisfactory, and I believe the Aetna was the first company to admit the fact, and to advocate a plan under which the employee would pay about three-fourths of the premium. This is called the contributory plan, and today nearly all group cases are written on this basis. It is eminently satisfactory for the reason that the person paying for the protection appreciates it more when he is compelled to make some sacrifice to obtain it. It is not human nature to place a high value upon what we get for nothing."

Golf Tournament Results

The conference golf tournament, which was played on a handicap basis, was won by W. B. Thomas of Pittsburgh, who was strictly a dark horse. E. Clay Brock, Springfield, Mass., was runner-up. Several of the favorites finished as also-rans, and did not come up to expectations. There was an unusually large entry list, including virtually the entire field and home office personnel. About 50 cards were turned in to the official scorer.

The program for the third day was altered slightly for the purpose of including a brief address by Cyrus H. K. Curtis, founder of the Curtis Publishing Company of Philadelphia. Mr. Curtis, who is at the Poland Spring House for an extended visit, has been taking considerable interest in the conference, more especially because he has been an Aetna policyholder for nearly 40 years.

BUYS NEGRO COMPANY

STANDARD OF ATLANTA SOLD

St. Louis Underwriters Corporation Announces Acquisition of Well-Known Georgia Company

ST. LOUIS, MO., Sept. 17.—The St. Louis Underwriters Corporation has announced its acquisition of the Standard Life of Atlanta. Both organizations are conducted by and for Negroes. The consolidation is to be effective Oct. 1. The Standard claims to have about \$24,000,000 of insurance in force, assets of \$3,000,000 and a monthly income of \$100,000. It has a national agency organization and maintains branches in 13 states. It was founded in 1913 and was the first old line legal reserve company to be operated by Negroes.

Founded by H. E. Perry

The company was founded by Herman E. Perry, who was born ten years after his parents had been freed from slavery. At one time he was president of the company and of two banks and 11 other corporations. He carried \$1,000,000 in life insurance and had a fortune estimated at \$8,000,000. Last December it was reported that Perry had been rescued from financial ruin by a group of white philanthropists who had given him an emergency loan of \$500,000 when creditors were about to foreclose on his holdings valued at \$13,000,000. In January the Standard Life was merged with the Southern of Nashville, a white company, and representatives of both races were later elected to the combined board of directors. When that deal was consummated Will G. Harris, president of the Southern, stated that he was willing to resell the Standard Life to any group of reputable Negroes within ten years.

Officers Formerly With Standard

The St. Louis Underwriters Corporation has several officers who were formerly connected with the Standard Life. Its president, William O. McMahon, a former agent for the Standard Life, had sold a considerable amount of the Standard stock in St. Louis and he and others connected with his new company for that reason were interested in the future of the Standard Life. Besides President McMahon other officers of the St. Louis Underwriters Corporation are: W. H. Mosby, secretary; A. C. Maclin, treasurer, and R. F. Crenshaw, assistant secretary.

The distinguished publisher was invited to speak by G. A. Eubank, of Hart & Eubank, New York City general agents. Mr. Eubank earned his first dollar by selling Curtis publications in Texas more than 20 years ago, and today has a young son who is ringing door bells for the same magazines in the vicinity of the Eubank home at Orange, N. J.

Talks on Advertising

Mr. Curtis spoke of advertising, which he said would either make or break a business. He was prompted to advance this statement, he said, by a remark in the address of H. W. Kavel, general agent at Minneapolis, who preceded him. Mr. Kavel said that in some instances his local agency advertising had not brought results, hence he advocated a study of the requirements and the media before the appropriation for publicity was made.

Advertising, Mr. Curtis declared, is the essence of public contact, and as such it is worth almost any investment that might be made in it. Illustrating this point, he cited the case of John Wanamaker, whom he termed the greatest exponent of advertising who ever lived. The day Wanamaker opened his store in Philadelphia, more than half a century ago, he counted \$21.61 in receipts. The next day he

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AGENCY PROBLEMS ARE GIVEN MUCH ATTENTION

Aetna General Agents' Conference Considers Various Methods of Procedure

PERSONAL CONTACT BEST

Discuss Difficulties in Securing New Men of Right Type and Training Them Properly for Work

BY MERRITT A. BOYLE

POLAND SPRINGS, ME., Sept. 16.—The problems of securing and training new agents were given a great deal of attention at the conference of Aetna general agents here this week and last, both in formal addresses and discussions. According to the address of Gordon H. Campbell, general agent at Little Rock, Ark., prospecting resolves



KENDRICK A. LUTHER
Vice-president Aetna Life

itself into locating prospective agents, selecting them, and selling the business to them. He stated, with considerable emphasis, that securing agents is decidedly a haphazard work which, when finally analyzed, resolves itself into the general agent "keeping his eyes open for possible men." He felt that this most important duty could not be carried to a successful conclusion in this manner and went on to establish the point that the same man would not tolerate an agent who used so little system.

Most Profitable Ways

Using members of his own agency and advertising are the most lucrative sources of new agents, according to W. M. Hammond, general agent at Los Angeles. Since the success of the general agent depends upon the success of his agents, everything in reason must be done to see that selection is carefully made. Thousands of men who feel that they are capable of greater success are in positions which they secured by chance. Given an opportunity, they will welcome the opening life insurance has to offer.

When a man investigates life insurance as a career, his first interest is in the monetary return to himself, according to A. L. McKnight, general agent at St. Louis. To answer that question, it is only necessary to consider life insurance as a commodity and to show its

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DUMONT MAKES PLEA FOR SELECTED AGENTS

Says Too Many Unqualified and Incompetent People Are Appointed

NEED MORE PROTECTION

Tells Insurance Commissioners That Not More Laws But Better Choosing Is the Only Solution

SAN ANTONIO, TEX., Sept. 13.—John R. Dumont, commissioner of Nebraska, addressing the commissioners' convention here today, scored the promiscuous appointment of agents. He said in part:

"One of the foremost problems confronting every insurance department in this country today is that of supervising agents, both in licensing them and in their relations with the public and their companies. Many laws have been enacted to protect the public and the companies from the crooked, unscrupulous agent, but comparatively few states have laws to protect the honest conscientious agent from inroads on his business which he has in many cases taken years to develop.

Not Enough Restrictions

"There is no profession in this country that has less protection than the agency system of insurance. As my good friend Judge Scott says, 'There is no apprenticeship, no schooling, no experience, no degrees, no restrictions, no nothing. The business is governed by the doctrine: "Come on in, the water's fine."'" I heartily agree with the judge and yet I hold that we need less laws and more brains to solve this dilemma.

"The solution will come through education fostered by the company executives, and the agents themselves properly cooperating with the insurance departments of the various states. So long as the fee-splitting, high-jacking, half-baked and crooked agent is allowed to prey upon the public just so long will the business of insurance be subject to criticism and distrust by the public and remain below its rightful standard as a dignified profession.

Some Companies at Fault

"I desire to compliment a large number of companies, particularly the life companies on the care they exercise in appointing agents. If some of the companies would use as much care and judgment in selecting agents as they do in choosing an office boy, the worries of every commissioner would be greatly lessened. From my own experience I am certain that the blame for present conditions is not so much due to a lack of proper qualification laws as it is to the unholly greed of a few companies for production and volume. These companies will request a license for anyone from the corner bum to the city treasurer, county judge, leading lawyer, priest, superintendent of schools or more often, for the largest property owner in that community. In contrast to this method most of the companies are exceptionally careful to make sure that their agents are of the highest type, fully recognizing the serious mistake of placing their supplies with men who may take advantage of the trust imposed upon them.

Non-Medical Business

"Many life companies are clamoring to write all their business without a medical examination. Would all of these companies be safe in relying upon the selections made by their agents if these agents continue to be appointed

as they are today? I think not—there are too many 'commission grabbers' among them. Some companies that follow a conservative system of selecting agents and bonding them might by placing the additional responsibility upon such agents, occasioned by doing away with the medical examination, really improve their underwriting. I can see that this might result in an honor system by proper cooperation with other companies and the insurance departments so that when an agent failed in his trust he could not go to work for another company immediately.

Too Much Competition

"Some companies do not take time properly to investigate applicants for agency contracts. Often state agents and field men are unduly pressed by these companies to secure new agents and increased production. I suspect such companies have lost sight of their real purpose—protection—and are more interested in volume. I am strongly in favor of clean, honest competition but there are too many companies licensed in Nebraska. With a population of 1,350,000, we have at present 101 life companies, 191 fire companies, 74 farm mutual companies, 127 casualty companies, 56 fraternal societies and 26 reciprocal exchanges; a total of 549 companies of all kinds admitted.

"It is interesting to note that out of a population of 1,350,000 men, women and children in Nebraska, we have over 13,000 licensed insurance agents. This means that one person out of every 100 carries a license to solicit for one or more companies. Reduced to man power, one out of every 23 men is so licensed. We have issued approximately 10,000 licenses since May 1, 1925. Also please note that no agents in my state are licensed for the 56 fraternal societies or the 26 reciprocal exchanges, which together make up 15 percent of the admitted companies.

Insurance the Foundation

"Insurance is the rock foundation of our American business institutions. It is our greatest safeguard of the American home. Without insurance there would be no credit, business would come to a standstill, and our country and our states would be overwhelmed with the care of widows and orphans. The American agent, as I have said, is the lifeblood of the great institution of insurance and since the business is so vital a factor in the industrial, economic and domestic life of this country nothing should be permitted that will in any way jeopardize its welfare or existence. I believe, therefore, the American agent should be supported and helped in every way possible in his battle to raise the standards of his profession.

"It should be our duty and privilege as men closely allied with all the factors that go to make up this wonderful institution of usefulness and service, to be ever ready to assist in knitting these elements closer together so as to keep the business clean and the standards and ethics always on the highest level possible."

Results of Seay Month

"President Seay Month," observed by the agents of the Southland Life of Dallas in August, meant 1,094 applications for a total of \$3,125,000 business. "Tex" Bayless of the Houston agency led the field with 106 applications for a total of \$360,500. Mr. Bayless' agency at Houston rolled up over \$600,000 in business. He will easily sail by the million dollar mark and probably will write \$1,500,000 this year.

The Southland agents were congratulating President Harry Seay on the tenth anniversary of his leadership of the company.

To Hold Agency Home-Coming

The LaFayette Life of LaFayette, Ind., has announced that its annual agency home-coming convention will be held at the home office Sept. 28-30. Officers of the company are looking forward to entertaining a larger attendance than usual.

DISCUSSES PRINCIPLES OF AGENCY BUILDING

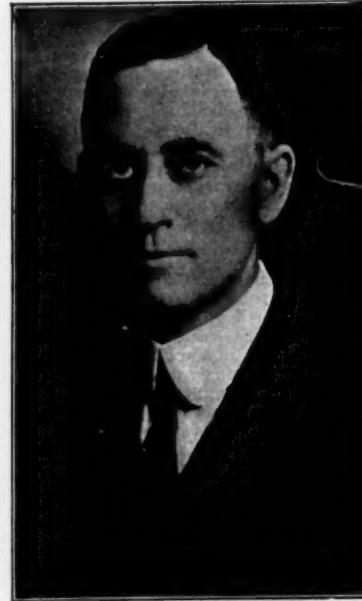
Hugh D. Hart of Hart & Eubank, New York, Sets Forth Thirteen Cardinal Points

MUST PLAN FOR GROWTH

General Agents at Aetna Conference Hear Why They Must Chart Their Course to Success

In the discussion of agency building at the Aetna Life general agents' conference at Poland Springs, Me., Hugh D. Hart of Hart & Eubank, New York, was the principal speaker.

"A general agency is like a ship upon the ocean," said Mr. Hart. "Unless its course is charted, unless it is steered by certain established principles, it is liable



HUGH D. HART
Aetna Life, New York City

to be wrecked upon the rocks. The most important thing a general agent can do is to chart the course his agency is to follow. To do this he should establish certain sound principles by which to govern the agency. The following thirteen principles of agency building constitute the governing plans by which we endeavor to operate our agency:

Thirteen Agency Principles

"The general agent must not come in competition with his men; neither must he spend his time in personal production even although it does not conflict with his men, except to develop his men.

"A general agent occupies too important and too responsible a place, and his time is too valuable to perform merely routine office duties which should be handled by minor clerks.

"Selling life insurance requires concentration to the most intense degree. This is one undertaking. Building an agency requires concentration to just as exacting an extent as does selling life insurance. This is another undertaking, separate and distinct from the business of personal production. A man who engages in personal production sells life insurance; while the man who engages in agency building sells the life insurance business. No man can do two things at the same time as success-

fully as he could carry on one line of effort. It follows from this that the general agent who sells personal insurance interferes with his work as an agency builder; the man selling life insurance who engages in agency building interferes with his work as a personal producer.

Need Executive in Charge

"Too many general agents have been selected because they were excellent salesmen, or had a good knowledge of insurance. These characteristics are by no means the final determination of the qualities of a general agent. Above everything else, the general agent should have executive ability and organizing ability. He must be an organizer in order that he may build a human machine; he must be an executive in order that he may administer that organization properly.

"If the operation of a general agency is a sufficiently sound and profitable financial enterprise for a man to invest his life in, it is sufficiently sound and profitable for him to invest his money in."

Advances Are Dangerous

"A general agent who makes advances to new men is indulging in financial speculation of the most hazardous character. If he makes advances to old men who have been in the business for some time, he likewise risks much because, if after they have been given a fair trial, they have not made themselves financially responsible, then he is betting his money on slow horses and is sure to lose. Besides, a part of the necessary training of life insurance salesmen is to 'bump the bumps.'

"The money that would be lost in advances should be turned from its destructive course to the constructive use of training men so that they will have that independence from financial need which comes with knowledge and ability.

Must Build for Future

"The general agent who focuses his entire life effort to obtaining men of the right type, to training them, to supervising them, and to inspiring them to become independent and self-sustaining will build up a business that will be highly profitable and that will grow to tremendous proportions. He must look far ahead, however, and perhaps wait for future profit, but this principle, pursued conscientiously, will inevitably result in cumulative future rewards.

"Many general agents of ability wonder why they cannot get men, why they do not do more business. It is because they have gotten a reputation of being 'dead ones.' Other general agents whose business prospers beyond their apparent abilities, are succeeding because they have attained and deserved a reputation of being 'live ones.' There is nothing that fails like failure, and nothing that succeeds like success.

"If every general agent in the United States would learn the simple fact that he is not operating a bank, but is operating a depository of ideas, the production of life insurance in this country would surpass all of our past accomplishments.

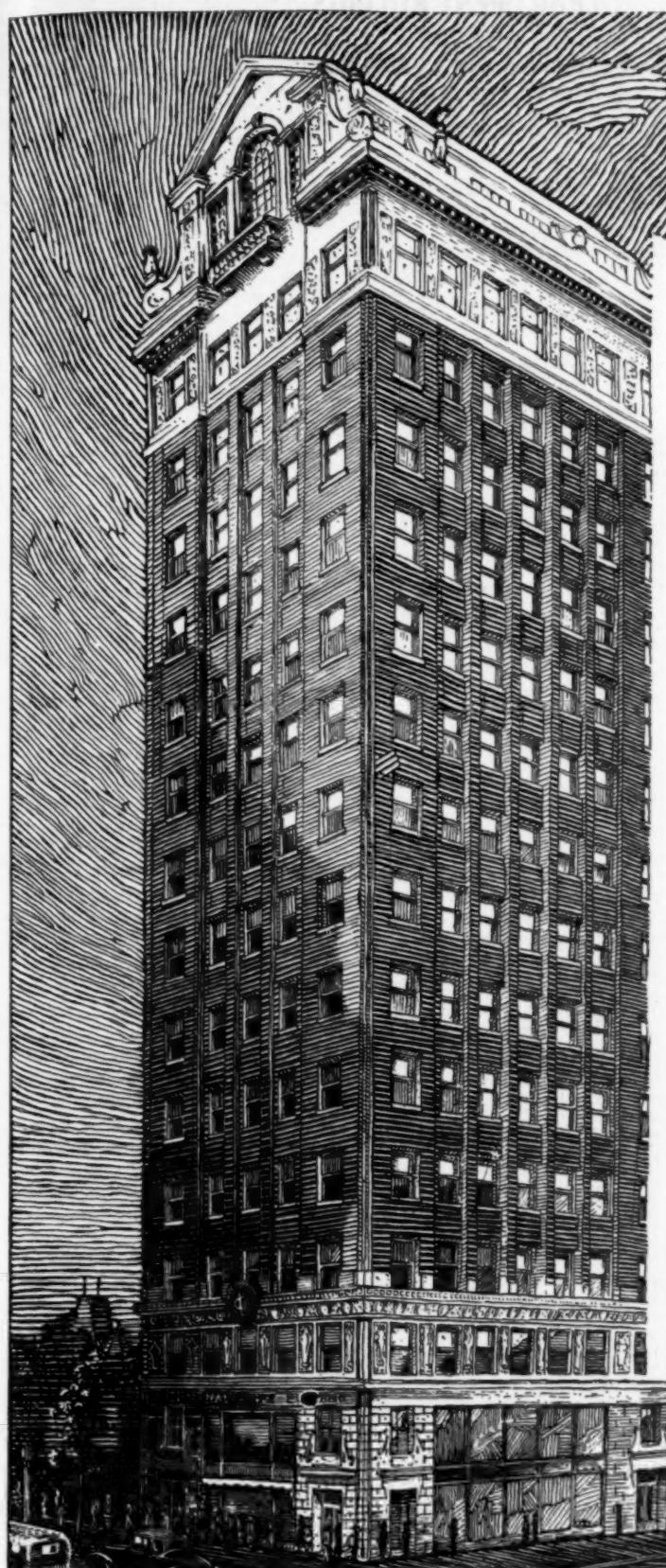
Pays to Train Salesmen

"It requires considerable self restraint to have to argue that giving men proper life insurance training pays. That fact is so self evident that any brainless individual who has to be argued with to establish the principle is not worthy of the time that such argument requires. If it pays to train men as individuals, it pays to train them in groups.

"We owe it to the business of life insurance, we owe it to the public, we owe it to ourselves, to be careful about the men we select.

"Perhaps the most striking life insurance tendency of today is the trend toward lower premium costs to the insured, and consequently the development of more economical and efficient operation methods by the companies in order to provide this lowered premium cost to the insuring public. It is highly uneconomical to operate with a small volume of production. The general

(CONTINUED ON PAGE 30)



Autumn Days

These autumn days are brimful of opportunity. The year 1925 is going out like a lion. Central Life agents are ready to take advantage of their opportunity. Because the farmers have had a bountiful harvest and are getting good prices for their produce, they are live potential buyers of life insurance. Because the farmers are prosperous the trades and other lines of endeavor have speeded up. Everywhere there is opportunity for the man who is prepared.

Central Life Policies, service and reputation give the Central Life agent a distinct advantage. He can offer to his prospects life insurance that will exactly satisfy their particular need.

Central Life men have made a success of life insurance selling. If you are contemplating a life insurance connection, we should like to present what the Central Life has to offer.

HOME OFFICE BUILDING
720 N. MICHIGAN BLVD.

Robert David Publishing

**CENTRAL LIFE INSURANCE
COMPANY OF ILLINOIS
CHICAGO**

DOUBLE INDEMNITY AS APPLIED TO AVIATION

George W. Yancey Quotes Decisions on Question of Common Carrier

NOT YET SO RECOGNIZED

Aeroplanes as Now Operated in This Country Do Not Meet Definition Held by Courts

MONTREAL, QUE., Sept. 16.—George W. Yancey, attorney of Birmingham, Ala., addressed the International Claim Association on the double indemnity clause with reference to aeroplanes used for business purposes. He cited interesting decisions bearing upon definition of common carrier, with some anticipation of what may be future developments. In part he spoke as follows:

"Lack of uniformity in the policy contract, in my judgment, is largely responsible for the large number of cases which have reached the courts. Some of the policies provide double indemnity for the assured while traveling on public conveyances, others while traveling as a passenger on public conveyances, others while traveling as a passenger on public conveyance operated by a common carrier, others while traveling as a passenger in or on a public conveyance operated by a common carrier, some merely provide in, some on such a conveyance. Some of the policies exclude double indemnity for traveling while on a platform, step or running board, others do not. Some policies are so worded that they exclude injuries received while attempting to alight from a common carrier. Others include such an injury. Some policies provide for injuries while traveling in an automobile, etc.

Definition of Common Carrier

"A common carrier or public carrier is one who by virtue of his business or calling undertakes for compensation, to transport personal property from one place to another, either by land or water and to deliver the same for all such as may choose to employ him and anyone who undertakes to carry and deliver for compensation, the goods of all persons indiscriminately is as to liability to be deemed a common carrier. The employment of the common carrier is a public one and he assumes a public duty, and is bound to receive and carry the goods of anyone who offers, provided the goods be of the kind he professes to carry and the person so offering, agrees to have them carried upon the lawful terms prescribed by the carrier. The common carrier is one, who by the ancient law, held as it were, a public office and was bound to the public, and who, to become liable as a common carrier, must exercise the business of carrying as a public employment and must undertake to carry the goods of all persons indiscriminately and hold itself out as ready to engage in the transportation of goods, for hire as a business and not as a casual occupation." (Chitty on carriers.)

Sees Future Development

"The New York court, in holding a certain jitney bus a common carrier, said: 'The term common carrier should be applied to the jitney bus, and tomorrow, in the proper case, it may be that it will be applied to that most recent device for eliminating the fetters of distance, the aeroplane, presenting as it does, new dangers unknown to the average man which can only be discharged

by a high degree of care of those in control.'

"The rules governing the business of a common carrier by airship or flying machine may be readily assimilated to those applied to other common carriers. I am familiar with only two cases in which the courts have been called upon to determine the status of an aeroplane as a carrier. Both of these cases were brought to recover double indemnity on policies issued to Hugh D. Brown who was killed in an aeroplane accident in 1923. These two cases are styled: Brown vs. Pacific Mutual and Pitts vs. North American Accident. Depositions were taken in the case against the Pacific Mutual and by agreement both cases were tried on these depositions.

Not Common Carrier

"The Pacific Mutual case was tried in the federal court, Judge W. I. Grubb of Birmingham, Ala., presiding. The court gave, at the request of the insurance company, the general affirmative charge, namely: That the aeroplane was not a public conveyance operated by a common carrier, and held that the evidence showed that Whitted was under no duty to carry all passengers who applied, or to go to Camp Walton, Fla., at any particular time; that the public had acquired no right or interest in the operation of the plane and that no one could demand a ride in this plane. It had no schedule and it carried no baggage. It made no stops in its flights, and ended usually where it commenced. The trips in the air were each made by special arrangement with the owner of the plane by the prospective passenger. It could be hired at times to make special trips from one place to another. These flights in the air from the water front of the hotel around the bay and return were made at no regular time. He was under no duty to receive all who applied, without discrimination, so long as there was room and he had no legal excuse. He would not take negroes. He was under no duty to return to Camp Walton when he left after the week-end. He was under no duty or obligation to fly his machine. The plane was not operated by him as a public or common carrier of passengers, but as a private carrier of passengers. It was owned by Mr. Whitted and personally operated by him for hire, when it met with his pleasure, or he saw fit to do so.

Did Not Meet Test

"The Supreme Court of Alabama in the case of North American Accident reported in 104 Sou. 21, held that the commercial aeroplane operated by Mr. Whitted at Camp Walton was not being operated as a common carrier at the time of the accident; that the court had been unable to find any authorities holding that the aeroplane used as a carrier under the circumstances as shown by the record or under any other circumstances had become so invested with public interest as to become a common carrier; that the real test whether a man is a common carrier is whether he has held out that he will so long as there is room, carry for hire the goods of every person who would bring same to him to be carried. The test is not whether he is a carrier as a public employment or whether he carries to a fixed place, but whether he holds out either expressly or by course of conduct, that he will carry indiscriminately all persons who apply.

Future Policies May Cover

"The policies which are being issued today do not provide for indemnity or protection, either double or single, for injury causing death or otherwise in aeroplane accidents. This does not mean that the policies that will be issued tomorrow will contain such restrictions. The present policy is a result of competition and it is therefore reasonable to assume that the policy of the future will be modeled, shaped and enlarged by competition. I believe that it will be safe to predict that in a few years the commercial aeroplane engaged in carrying passengers on a regular schedule for a certain fare will become

(CONTINUED ON PAGE 30)

KENDRICK DISCUSSES DEPARTMENT RULINGS

Iowa Commissioner Makes Suggestions to Officials at San Antonio Meeting

POLICYHOLDERS ARE FIRST

Says Attorney General Should Be Consulted Freely—Rulings Should Bind Successors

SAN ANTONIO, TEX., Sept. 16.—A very complete paper on "The Force and Effect of Departmental Rulings and the Attitude of the Courts Thereon" was given by W. R. C. Kendrick, commissioner of Iowa, before the National Convention of Insurance Commissioners. Mr. Kendrick based his paper on letters received in answer to questions sent out by him from (1) commissioners, (2) company executives and (3) the courts.

Mr. Kendrick concluded with the following suggestions:

Policyholders Come First

1. The insurance commissioner occupies a dual capacity—a servant of both the company and the policyholder. Our first duty is to the policyholders and the insuring public; our next, to the company. As important as it is to preserve the rights of the company, we should never permit that interest to jeopardize the welfare of the policyholder.

Call Upon Attorney General

2. The administration of our department is a series of don'ts. We are continually admonishing someone not to do this or not to do that. Scarcely a day passes that we are not compelled to take action upon some matter of importance to the insurance business; but it is not the matters of minor importance with which I am concerned. Often doubt arises in our mind as to the proper action to take. We examine the statutes and find no express statute to guide us. Even though the commissioner is an eminent lawyer (and our Convention is replete with such), nevertheless, in such event we should fortify our rulings by first submitting the matter to the attorney general. Not only will we then have the benefit of his impartial judgment, but by so doing we will protect ourselves against successful personal attack, should our action be erroneous when reviewed in court. Not only is such practice a safe precaution from a personal standpoint, but it is also the extension to the parties interested a courtesy to which they are justly entitled.

Hasty Rulings Are Dangerous

3. Arbitrary and vindictive use of the tremendous power placed in our hands should never be exercised. No single factor has retarded the progress of civilization more than the abuse of power by those who wield the sceptre of authority. However, extreme caution should always be exercised in the promulgation of rulings. Formal rulings should never be hastily promulgated nor loosely constructed. All parties affected should be extended a hearing, if practicable, and final action taken should be the product of calm, unbiased, intelligent judgment, augmented as far as possible by the combined judgment of all agencies at the command of the commissioner who are experienced in the subject matter of the ruling. Hasty and illogical rulings are a hazard to the insurance business and should be scrupulously avoided.

4. We are frequently required to act upon a matter which is of immediate

importance to both the party affected thereby and to our department. While I cannot unqualifiedly endorse the position that our rulings in such instances should be conclusive, and believe that an appeal should lie therefrom, yet I have a fixed opinion that whatever procedure for review is allowed it should preclude delay and provide a speedy remedy for the final determination of the question at issue. To that end I would suggest an appeal direct to the supreme court of the state.

Should Follow Predecessor's Ruling

5. All formal rulings should possess a degree of permanency. When a ruling is once promulgated, it should have the force and effect of a statute, should be the law of the department and unreversibly followed by succeeding administrations, unless the ruling is unquestionably unsound or has ceased to serve the purpose for which it was promulgated. There is nothing more annoying and disturbing to the insurance business than a vacillating, uncertain policy in the insurance department. The existence of such a condition is not only hazardous to the insurance business, but it also shakes the confidence of the general public in the department.

UNIQUE SALES CONVENTIONS

Lincoln National Agencies Stage Monthly Affairs for Akron, Canton, Cleveland and Youngstown

Last Saturday the agents of the Lincoln National Life of Akron, Canton, Cleveland and Youngstown met in a gala conference and sales convention at Young's Hotel, Akron, Ohio. About 150 agents attended.

Bronze plaques were awarded Akron and Canton by President Arthur F. Hall of the Lincoln Life as a result of the annual production drive in honor of the president. It is significant that Akron and Canton should win two of the three class prizes from the whole United States.

The afternoon was arranged and devoted for convention pep. "The New Agent" was discussed by H. H. Miller of Mansfield and Ray Warnock of Canton. William Link, manager of the ordinary department of the Prudential at Akron, gave a talk on the advantage of being a weekly producer. He said "most successful life insurance men are weekly producers, all weekly producers are successful life insurance men."

"The Endowment Annuity Age 65 Contract" was discussed by Seth Bardwell, Cleveland manager, to show it a real winner for professional men. A sales demonstration was put on to show points of advantage of special educational policies.

A. L. Dern, superintendent of agencies, spoke on being a contestant for the high honor clubs. He said that a contestant failing to attain the sought for goal has not lost but is a better man and has registered a distinct gain by the trial, while the man who is not a contestant does not get the extra benefits accruing to him from trying because he has not put into activity those factors that are within him.

These conventions are held each month in Akron, Cleveland, Youngstown and Canton, and are a result of the thought that four agencies meeting together each month could combine their resources into sales conventions that could and would instruct, inform, and enthuse in an interesting and pleasing way.

Bailey Tenders Resignation

W. C. Bailey, assistant superintendent of agencies of the life, accident and group departments of the Travelers, has tendered his resignation. No announcement has been made of his plans for the future.

The Standard Life has consolidated its Muskogee and Oklahoma City offices in Oklahoma City with George R. Ragland as manager.

FINDS FLYING IS SAFE**INVESTIGATES FOR COMPANIES**

Dr. Frederick L. Hoffman Makes Numerous Trips in Planes to Determine Insurability of Aviators

After flights covering about 1,000 miles Dr. Frederick L. Hoffman, statistician, who has been investigating the hazards of aviation for several of the larger insurance companies, is convinced that this mode of travel is "not only safe when proper precaution is exercised, but is very enjoyable."

A forced landing at Vancouver, when his pilot was compelled to volplane from a height of 3,000 feet because of motor trouble, has served only further to persuade Dr. Hoffman, who is the consulting statistician of the Prudential, that with a capable pilot there is comparative security in flying.

He has just returned from a tour of the Pacific coast states, during which he made nine flights. Previously he had been up twice and the records show his maximum altitude to have been 9,400 feet, over Los Angeles, and the longest flight duration to have been four hours on a journey from El Paso, Tex., to Douglas, Ariz., and return. "All that is necessary to comparative safety in flying," he declares, "is that precautions are taken."

Will Continue Investigations

Dr. Hoffman's investigation of air travel will continue, his purpose being to make a thorough study of the subject before submitting his recommendations to the companies which have commissioned him. The study is being made at the request of government aviation authorities who have been for some time seeking a liberalization of insurance rates so that aviators might be regarded as insurable risks.

The disaster to the giant dirigible Shenandoah on the recent flight over Ohio was commented upon by Dr. Hoffman, who characterized as "sheer nonsense" the recently published statement that the mishap would not have occurred had the vessel been manned by Germans. "That is ridiculous," he said. "Our officers and men are as able as those of any country. But in the matter of tornadoes, forecasting is impossible; they develop and are over so quickly. There have been no such accidents in Europe, where meteorological conditions are decidedly more favorable for lighter than air machines."

APPOINTS FIELD SUPERVISOR

Mel T. Abel, Formerly With Reliance Life, Takes New Post With Atlantic Life of Richmond

The Atlantic Life announces the appointment of Mel T. Abel as supervisor of field work. Mr. Abel, who is originally from New York City, had been with the Reliance Life for the last eight years as organizer in Washington and Oregon with headquarters at Portland. He was previously with the New York Life in similar capacity. From 1910 to 1917 he was located at Richmond as organizer under Thad C. Bell, inspector of agencies for that company. Before going to Richmond he was organizer for the company at Savannah and New Orleans. He has already entered upon his new duties with the Atlantic. It is planned for him to do intensive work in connection with existing agencies of the company, while Paul D. Sleeper, assistant superintendent of agencies, will specialize in developing new territory.

Mr. Sleeper recently spent ten days in Detroit looking over that field with a view of establishing a general agency there. He is now at Louisville, Ky., and is planning to open up the Kentucky field. Appointment of general agents at Louisville and Lexington is expected to be announced shortly.

TO WRITE NON-MEDICAL**VOLUNTEER STATE IN FIELD**

Agency Convention at Signal Mountain Marked by Important Announcement

The Volunteer State Life will enter the nonmedical and payroll deduction fields Aug. 15, according to announcements made at the convention of its field force held at Signal Mountain, Tenn., last week. All agents, regardless of length of service or volume of business, will be permitted to write these classes.

The limit of insurance under the non-medical plan is \$2500. The salary deduction plan will have limits of \$1,000 and \$5,000 on individual lives, groups to be insured to constitute not less than five lives.

The company will hold its convention in Atlantic City next year, provided the agency force pays for 25 percent more business from September 1 to July 1 than for the corresponding period ending July 1, 1925.

Jules Girardin Speaks

The convention opened Sept. 7 with a conference of general agents at the Chattanooga Golf and Country club. Jules Girardin, general agent of the Phoenix Mutual in Chicago, delivered an address on "The Job of the General Agent." E. Y. Chapin, president of the American Trust & Banking Company, Chattanooga, at Signal Mountain Tuesday morning spoke on the advantages which would accrue to the trust companies and life insurance companies by the development of the life insurance trust. The Rev. Homer W. Carpenter delivered a most excellent talk on "Life Insurance a Patriotic Social Service," and he was followed by A. S. Caldwell, insurance commissioner, on "The Ideal Life Insurance Representative."

Valuable Talks Given

Tuesday afternoon W. B. Miller, general counsel, discussed the subject of "Trust Agreements" and was followed by J. W. Bishop, general agent in Chattanooga, who spoke on "Some Pertinent Selling Suggestions." Mr. Bishop was followed by J. M. Minton, general agent at Houston, Texas, with "Cultivating Old Policyholders." An excellent sales demonstration was put on by Clifford G. Hall, general agent at Port Arthur, and Murray Eidson, general agent at Dallas.

Good Address at Banquet

At the banquet Tuesday evening given in honor of the visiting delegates and the home office organization, Charles Dobbs, editorial manager of the Insurance Field, delivered a short address on "Not By Bread Alone." Z. C. Patten, Jr., son of the late founder of the company, delivered trophies to the successful representatives, after which dancing was enjoyed by those in attendance.

The meeting was brought to a close Wednesday morning. Three excellent sales demonstrations were put on by C. C. Crady, Jr., Fort Worth, Texas; Walter Powell, Atlanta, Georgia; W. I. Pittman, Birmingham; R. M. Anderson, Jacksonville, and J. M. Smith, Memphis.

Officers of Leaders Club

The officers of the Leaders Club, who rank by volume of business were as follows: T. R. Byrd, Asheville, N. C., President; J. W. Bishop, Chattanooga, Tenn., Vice-President; C. G. Hall, Port Arthur, Texas, 2nd Vice-President; Chas. F. Byrd, Asheville, N. C., Secretary; E. A. Nowlin, Chattanooga, Tenn., Treasurer. Cups were awarded to T. R. Byrd, Asheville; N. C. W. H. Oliver, Sylva, N. C.; A. W. McNabb, Matagorda, Texas; R. G. Walker, Oklahoma City; Neese Hancock, Brownfield, Texas, and Walter Powell, Atlanta, Ga.

Group Insurance:**What Are You Doing About It?**

Over 8,000 employers of the United States are carrying Group Insurance on the lives of 2,225,000 employees.

This insurance covers whole groups of employees under a single contract without medical examination, in amounts varying from \$500 to \$10,000 per employee. Includes total permanent disability without extra charge.

The demand for GROUP INSURANCE for employees of factories, stores and business concerns of all kinds is rapidly increasing. It has proved of value to those who have adopted it and others will take it up as soon as they learn of its usefulness.

Our book on "GROUP LIFE INSURANCE" will gladly be mailed you without obligation. It will repay your careful reading. Because of our liberal contracts, sixty years' experience, unquestioned security and carefully trained personnel, the John Hancock Mutual Life Insurance Company of Boston can effectively handle your group insurance.

A STRONG COMPANY Over Sixty Years in Business. Liberal as to Contract, Safe and Secure in Every Way.

**Another Forward Step**

The Salary Savings Plan opens a new and broad field of life insurance distribution. This Company has adopted it, and thus maintains its front-rank place among the progressive companies whose leadership has been gained by vision and initiative.

This Plan gives life insurance at its best to groups of salaried employees and wage-earners in return for monthly premium payments.

Always room in this organization for men and women who have the forward look, and who look with intelligence and industry and integrity. Unexcelled service, together with three fine monthly agency publications and first-class advertising literature, supply our representatives with an unsurpassed equipment.

The Penn Mutual Life Insurance Company

Philadelphia, Pa.

Organized 1847

INDIANA OHIO ILLINOIS IOWA MICHIGAN

THE LA FAYETTE LIFE

LA FAYETTE, INDIANA

MUTUAL LEGAL RESERVE

AGENCY CONTRACTS CONTAIN BENEFICIARY PROVISIONS

KANSAS KENTUCKY MISSOURI NEBRASKA

"Easy to read, easy to digest, easy to remember, easy to put at work making dollars for me"—thus writes a buyer of "Easy Lessons in Life Insurance," a text and review book with quiz supplement. \$1.00 The National Underwriter Company, 1362 Insurance Exchange, Chicago.

NEW RATES OF THE TRAVELERS SHOW AVERAGE REDUCTION OF 2 PERCENT

NEW rates of the Travelers for a number of policy forms have already been published in various issues of THE NATIONAL UNDERWRITER. Rates for additional forms, with others to follow in subsequent issues are given herewith:

DIMINISHING PREMIUM 20 PAYMENT LIFE \$1,000

Without Disability

Age	1st- Years	11th- Years	16th- Years	10th- Years	15th- Years	20th- Years	1st- Years	11th- Years	16th- Years	10th- Years	15th- Years	20th- Years
							Years	Years	Years	Years	Years	Years
16	\$25.15	\$14.40	\$6.50	35	35.91	21.29	10.50	26	11.70	\$13.27	\$12.52	\$11.88
17	25.51	14.61	6.60	36	36.68	21.75	10.73	27	11.90	13.51	12.75	12.09
18	25.90	14.83	6.70	37	37.48	22.24	10.97	28	12.26	14.40	13.55	12.83
19	26.29	15.05	6.80	38	38.35	22.76	11.22	29	12.94	14.78	13.90	13.17
20	26.70	15.29	6.91	39	39.28	23.31	11.49	30	13.19	15.10	14.15	13.43
21	27.13	15.54	7.02	40	40.23	23.87	11.77	31	13.45	15.43	14.47	13.70
22	27.57	15.79	7.13	41	41.22	24.41	12.06	32	13.72	15.77	14.77	13.98
23	28.02	16.05	7.25	42	42.35	25.17	12.43	33	14.11	16.23	15.20	14.29
24	28.50	16.33	7.38	43	43.53	25.91	12.83	34	14.73	17.01	15.88	15.04
25	28.99	16.61	7.51	44	44.78	26.71	13.26	35	15.18	17.52	16.38	15.50
26	29.50	16.91	7.64	45	46.07	27.51	13.69	36	15.53	17.96	16.76	15.87
27	30.03	17.21	7.78	46	47.44	28.38	14.17	37	15.90	18.43	17.18	16.26
28	30.58	17.53	7.93	47	48.85	29.28	14.64	38	16.42	19.03	17.74	16.80
29	31.15	17.86	8.08	48	50.36	30.24	15.17	39	16.83	19.54	18.20	17.23
30	31.74	18.21	8.24	49	51.90	31.22	15.69	40	17.26	20.07	18.68	17.70
31	32.36	18.56	8.40	50	53.54	32.27	16.29	41	17.88	20.77	19.34	18.33
32	33.00	18.94	8.57	51	55.23	33.35	16.81	42	18.36	21.36	19.87	18.84
33	33.66	19.32	8.75	52	56.95	34.45	17.40	43	18.87	22.02	20.45	19.38
34	34.35	19.73	8.94	53	58.76	35.62	18.03	44	19.40	22.67	21.04	19.95
35	35.08	20.15	9.13	54	60.66	36.85	18.68	45	20.17	23.55	21.88	20.75
36	35.86	20.62	9.35	55	62.64	38.13	19.35	46	20.77	24.32	22.55	21.39
37	36.71	21.12	9.58	56	64.71	39.49	20.06	47	21.39	25.07	23.25	22.05
38	37.61	21.64	9.82	57	66.91	42.41	21.56	48	22.09	25.96	24.02	22.81
39	38.54	22.18	10.08	58	71.50	43.93	22.33	49	22.11	27.13	25.13	23.88
40	39.50	22.75	10.34	59	73.94	45.54	23.16	50	23.91	28.13	26.02	24.74

DIMINISHING PREMIUM 20 PAYMENT LIFE \$1,000

With Disability C

Age	1st- Years	11th- Years	16th- Years	10th- Years	15th- Years	20th- Years	1st- Years	11th- Years	16th- Years	10th- Years	15th- Years	20th- Years
							Years	Years	Years	Years	Years	Years
16	\$25.24	\$14.49	\$6.59	35	35.91	21.29	10.50	26	11.70	\$13.27	\$12.52	\$11.88
17	25.51	14.61	6.60	36	36.68	21.75	10.73	27	11.90	13.51	12.75	12.09
18	25.90	14.83	6.70	37	37.48	22.24	10.97	28	12.26	14.40	13.55	12.83
19	26.29	15.05	6.80	38	38.35	22.76	11.22	29	12.94	14.78	13.90	13.17
20	26.70	15.29	6.91	39	39.28	23.31	11.49	30	13.19	15.10	14.15	13.43
21	27.13	15.54	7.02	40	40.23	23.87	11.77	31	13.45	15.43	14.47	13.70
22	27.57	15.79	7.13	41	41.22	24.41	12.06	32	13.72	15.77	14.77	13.98
23	28.02	16.05	7.25	42	42.35	25.17	12.43	33	14.11	16.23	15.20	14.29
24	28.50	16.33	7.38	43	43.53	25.91	12.83	34	14.73	17.01	15.88	15.04
25	28.99	16.61	7.51	44	44.78	26.71	13.26	35	15.18	17.52	16.38	15.50
26	29.50	16.91	7.64	45	46.07	27.51	13.69	36	15.53	17.96	16.76	15.87
27	30.03	17.21	7.78	46	47.44	28.38	14.17	37	15.90	18.43	17.18	16.26
28	30.58	17.53	7.93	47	48.85	29.28	14.64	38	16.42	19.03	17.74	16.80
29	31.15	17.86	8.08	48	50.36	30.24	15.17	39	16.83	19.54	18.20	17.23
30	31.74	18.21	8.24	49	51.90	31.22	15.69	40	17.26	20.07	18.68	17.70
31	32.36	18.56	8.40	50	53.54	32.27	16.29	41	17.88	20.77	19.34	18.33
32	33.00	18.94	8.57	51	55.23	33.35	16.81	42	18.36	21.36	19.87	18.84
33	33.66	19.32	8.75	52	56.95	34.45	17.40	43	18.87	22.02	20.45	19.38
34	34.35	19.73	8.94	53	58.76	35.62	18.03	44	19.40	22.67	21.04	19.95
35	35.08	20.15	9.13	54	60.66	36.85	18.68	45	20.17	23.55	21.88	20.75
36	35.86	20.62	9.35	55	62.64	38.13	19.35	46	20.77	24.32	22.55	21.39
37	36.71	21.12	9.58	56	64.71	39.49	20.06	47	21.39	25.07	23.25	22.05
38	37.61	21.64	9.82	57	66.91	42.41	21.56	48	22.09	25.96	24.02	22.81
39	38.54	22.18	10.08	58	71.50	43.93	22.33	49	22.11	27.13	25.13	23.88
40	39.50	22.75	10.34	59	73.94	45.54	23.16	50	23.91	28.13	26.02	24.74

Age	With- out Disa- bility	With- Disa- bility	With- out Disa- bility	With- Disa- bility	With- Disa- bility	With- Disa- bility	1st- Years	11th- Years	16th- Years	10th- Years	15th- Years	20th- Years
							A	B	C	D	E	F
16	\$13.34	\$14.90	\$14.15	\$13.50	\$13.50	\$13.50	38	19.89	22.45	21.14	20.16	16
17	13.65	15.27	14.49	13.82	13.82	13.82	39	20.63	23.29	21.92	20.91	36
18	13.97	15.64	14.83	14.14	14.14	14.14	40	21.42	24.19	22.76	21.71	42
19	14.32	16.05	15.21	14.50	14.50	14.50	41	22.17	24.91	23.56	22.55	48
20	14.69	16.48	15.61	14.88	14.88	14.88	42	22.85	25.63	24.29	23.28	54
21	15.04	16.94	16.02	15.27	15.27	15.27	43	23.52	26.30	25.00	24.00	60
22	15.49	17.41	16.46	15.69	15.69	15.69	44	24.21	27.00	25.71	24.71	66
23	15.92	17.91	16.92	16.13								

September 18, 1925

DISABILITY CLAUSE DECISIONS ANALYZED

Temporary Permanence and Partial Totality as Defined in the Court Decisions

BATES AT CLAIM MEETING

Attorney of Metropolitan Life Reads Paper at Montreal Convention on Interesting Problem

MONTREAL, QUE., Sept. 16.—At the meeting of the International Claim Association here, Harry Cole Bates, attorney for the Metropolitan Life, read a paper on the interpretation of total and permanent disability provisions in life insurance policies. He pointed out that the disability provisions in life policies and in accident and health insurance run parallel and that the law of one will apply to both. The discussion was confined to the decisions on the fundamental questions of what is total and what is permanent disability.

Litigation Mostly on Accident Cases
The litigation, said Mr. Bates, arises chiefly over disability due to accident. He quoted figures showing that the principal causes of disability under the life policy run tuberculosis, over 40 percent; insanity, about 13 percent; accidents, about 6 percent; paresis, over 5 percent, and paralysis over 4 percent. Small as the accidental disability is in proportion to the whole, it gives rise to most of the disputes.

Only 12 Cases Decided
It is agreeably surprising, said Mr. Bates, to find that there have been only 12 cases involving the total and permanent disability provisions in life policies, exclusive of war risk policies, decided by the courts of last resort. This admirable paucity of litigation he ascribed to four causes. First, the newness of the provision; second, specification of specific losses; third, the right of reexamination, and fourth, the liberality of the companies. Considering occupations, there were seven farmers, one carpenter, one railway switchman, one telephone lineman and farmer, and two whose occupations are unknown, involved in the 12 cases.

Question of Totality
The question involved in most of the 12 cases, what is total disability, has frequently been before the court on accident policies. Studying the life insurance cases, Mr. Bates finds three different lines of decision. First, the literal, holding there can be no recovery if the insured is physically able to follow any occupation at all regardless of his qualifications other than physical. Second, the liberal, holding that the claimant is entitled to recover if he is unable to follow his own occupation or one of the same nature or equally remunerative; third, the relative, holding that the insured is entitled to recover if he is unable to follow his own occupation or any occupation for which he is fitted by either ability, experience or education.

Lean Toward Rule of Reason
Mr. Bates sees a tendency of the courts toward the third interpretation. Mr. Bates said, "It seems to me also that this rule comes near being a literal interpretation of the phrase, 'total disability,' for if a man can't do anything he can do, he can't do anything."

There is also the correlative rule, from which so many difficulties arise, that disability need not amount to complete helplessness to be total but that

if the insured is prevented from performing all the substantial duties of his occupation the performance of minor and practically unremunerative duties will not bar his recovery. Mr. Bates said it is impossible to generalize about the application of this rule as it must depend on the facts of each case.

Definition of Permanence

Mr. Bates analyzed all the cases dealing with the question of what is total disability, showing the evident leaning of the court and the trend of the cases. On the question of what is permanent disability there were only three cases on life policies, and the term is rarely used in accident policies. Mr. Bates summed up the decisions in the following rules: "Permanent disability is such disability as will probably be permanent in the light of experience and medical science."

The three cases are all of interest. In the case of the Federal Life vs. Lewis in Oklahoma, the medical testimony

was that the disease from which the insured was suffering was generally considered incurable. The court held this sufficient proof of permanent disability.

Sued When Again at Work

In Ginell vs. Prudential in New York, a laborer at the state tuberculosis hospital contracted tuberculosis and became a patient. He was discharged in six months as cured and went to work again in the same institution as a laborer. Some time afterward he brought suit for the disability benefit covering the period when he was a patient. He won in the trial and the intermediate courts. On the final appeal, however, the company won. In the trial court and the intermediate court the decision in favor of the assured was on the ground that tuberculosis is generally considered an incurable disease and therefore, disability from tuberculosis came within the meaning of the policy, even though the patient was cured.

The highest court held that whatever "permanent" may mean, it does not mean temporary.

Prove Permanence While Disabled

The third case was in Georgia and the supreme court decided against the company on the following situation: The policy required proof that such disability had existed continuously for not less than 60 days prior to the furnishing of proof, though it contained no provision that a disability of 60 days would be considered permanent. The insured was working again when he brought suit. Nevertheless, the court held that the policy taken altogether meant that 60 days' disability would be considered evidence of permanence. Curiously enough, the company did not have to pay the claim in the end. The case was sent back to the lower court, and the company made the point that proof of permanence must be made while the

(CONTINUED ON PAGE 30)

52.4%

of the new business issued by The Northwestern Mutual Life Insurance Company of Milwaukee, Wisconsin, in 1924 was upon applications of members previously insured in the Company.

The Policyholders' Company



Once a Policyholder—Always a Prospect.

**THE NORTHWESTERN MUTUAL LIFE INSURANCE COMPANY
MILWAUKEE, WISCONSIN**

W. D. Van Dyke, President

GEORGIA

NOW OPEN

For local and district agents contract

write to

FRANCIS L. BROWN, Secretary and Manager

ROCKFORD LIFE

ROCKFORD, ILLINOIS

GIVE DETAILS OF PLAN**PROTECT REAL ESTATE BUYER**

Chicago Firm Believes Its Arrangement with the Aetna Will Result in Sale of Additional Lots

The plan whereby George F. Nixon & Co., well-known realtors and subdividers of Chicago, will protect purchasers of lots by insurance in the Aetna Life is creating considerable interest in the city. The Nixon firm has made a big success. It purchased considerable land in Niles Center, near Chicago, and sold it largely to other subdividers when the elevated road started a spur from Howard street in Evanston over to Niles Center. Mr. Nixon then began purchasing property along the right of way of the Chicago, Milwaukee & North Shore road, which will join the elevated terminal to Niles Center station on the Dempster street road. Furthermore, Mr. Nixon will establish an ideal suburban town west of Chicago on the Chicago & Aurora electric line. Under the terms of the contract, when a man purchases a lot from the firm he will be given an ordinary life policy in the Aetna Life to cover the unpaid portion. The buyer does not pay any premium until the policy is turned over to him. The Nixon firm pays the cost of the insurance.

Will Stimulate Sales

The Nixon firm feels that this plan will be a sales stimulant. If a man in purchasing a lot realizes that in case of his death the life insurance will give a clear title to his family, the tendency would be to purchase another lot or two. The reason why so many people stop on buying one lot is the fact that they realize that they cannot carry the payment through unless they live and are in good health. Therefore, they do not want to take too many chances and saddle their family with mortgages. Under the terms of the contract, the policy goes to pay off the mortgage and a clear title is given. At the end of the time, the policy is turned over to the purchaser and he can keep it up. He has insurance at a lower price than he could get at attained age, and it is on the ordinary life plan. The matter of life insurance is not mentioned in the sale, but it is brought up by the salesman when the contract for sale is delivered. Then the purchaser is immediately interested in buying further property. The deal was made for the Aetna Life by the Rollins, Burdick, Hunter Company and was put through by H. G. Lorber of the firm.

Record Month for West Coast Life

August paid for business of the West Coast Life was the biggest of any month this year, with a total in excess of \$2,800,000, reports Vice-President Gordon Thomson. As August is usually a slack month because of hot weather, this record production is more significant.

HOW HE GETS AGENTS**TELLS TWO METHODS HE USES**

Robert P. Baird Advises Other Aetna General Agents of Success in Building Up Sales Force

Robert P. Baird, general agent of the Aetna Life for eastern New York, speaking at the general agents' conference at Poland Springs, Me., discussed his methods of agency building. Mr. Baird said that he employs two plans for securing men. These, he said, have been so satisfactory that if nothing else were ever used, a sufficient number of new men would be obtained.

"I consult a map of my territory for a location where we are not properly represented," he continued. "Before leaving for the location I can usually find someone known to me who is personally acquainted with one or more of the leading men in the town which I will visit. Even although I have not such an introduction, I go to the town and easily learn who the leading men are. In a conversation with them, I let them understand that they have a reputation for wanting to see men succeed.

Gets Recommendations as to Agents

"Then I point out the opportunity the Aetna Life offers and ask them to recommend men to represent the company in that locality. I have secured many excellent prospective agents in that way who are good producers today. If I find it impossible to get the men I desire I take the very best material available and get started."

"The second method consists of granting an interview to every salesman who comes into my office, regardless of what he has for sale. If his approach, his sales-talk and his appearance appeals to me, I make an effort to interest him in life insurance salesmanship.

"The results have been more than gratifying. As the life insurance man is the highest grade salesman, there is no reason why I should not talk to these men in a way which will mean advancement for them. By so doing I am not only securing the good-will of good salesmen who are talking to people every day in my territory, but I also obtain many good agents. My experience has been that they will not immediately decide to accept my proposition but that they will keep it in mind, see me occasionally on the subject and a fair percentage of them will eventually come to me permanently. I recall two men who came all the way back from the Pacific coast to go to work in my agency."

General Agent **Merle J. Brown** of the Columbian National Life, with headquarters at Waterloo, Ia., has been obliged to remove to larger quarters, owing to the growth of his agency. He will now occupy most of the 4th floor of the Black Hawk building, which quarters were formerly occupied by the Medical Life.

WHAT MAKES AN AGENT**SAME IN COUNTRY OR CITY**

Fundamental Principles Apply Alike to Applicants in Metropolitan or Rural Territory

The same fundamental principles which apply to the obtaining of agents in metropolitan territory also apply to rural sections, according to Arthur L. McKnight, general agent for the Aetna Life at St. Louis, who spoke before the general agents' conference at the Aetna at Poland Springs, Me., last week.

Mr. McKnight has had extensive experience in Texas and New Mexico in charge of the company's agency at El Paso, in the rural field and is now head of a thriving agency which covers approximately 40,000 square miles. When in Texas he found it impossible to see agency applicants personally and quickly with the result that he was forced to make many appointments by mail.

Sell Him on the Profession

"In my opinion," he declared, "if the applicant is inexperienced, the first important step to take in either rural or metropolitan territory is to sell him the profession. In nearly every instance he wants to get in the insurance business because he has learned that a friend or acquaintance is making good money by life insurance sales. He has no idea just what kind of market there is for our commodity, so why not show him in the beginning what a large field he has. They all seem greatly surprised to learn that less than ten percent of the money value of insurable lives is insured."

Requires Same Type Man

In summing up his experiences, Mr. McKnight said, "In interviewing prospective agents I find that it requires the same kind of man to succeed in a large city as it does in the country, with one exception. An agent with less aggressiveness can be used in rural territory than in metropolitan centers, because he soon knows all the influential business men."

Plans of New St. Louis Company

The Western States Insurance Company of St. Louis, Mo., recently organized, has appointed the American Underwriters Company general agent for this territory and will operate from offices in the Chemical building. Announcement is made that the company will specialize in life and endowment forms of life insurance, writing a 20-year renewable term and a 20-year endowment guaranteeing the return of all premiums in 20 years. F. J. Falzone of Clayton, Mo., is president, Probate Judge Sam D. Hodgdon is first vice-president and R. J. Wuest secretary. Dr. William F. O'Malley, health commissioner of St. Louis county, is medical director.

ADVERTISERS COMPETE**HOLCOMBE TROPHY IS PRIZE**

Insurance Advertising Conference Will Meet in Boston Oct. 26-28 and Will Give Exhibition

A feature of the Insurance Advertising Conference meeting in Boston Oct. 26-28 will be a competitive advertising exhibit for the Holcombe trophy. The first contest of this nature was held at St. Louis and the second at Pittsburgh at previous conventions. Both contests were very successful.

Companies, members of the conference, may enter one piece of advertising or series of newspaper or other publications advertisements, posters, folders, or any kind of advertising matter. The trophy will become the property of the company to which it is awarded for a period approximating one year beginning from date of presentation. Any company winning the trophy three times, not necessarily in succession, shall have permanent possession of it.

Status of American Service Bureau

It seems more than likely that the American Life Convention this year will deal only with routine matters and that no stormy sessions over the American Service Bureau or like matters may be expected. It is understood the A. S. B. has for a number of months been making financial statements showing that it is now on a profitable basis and that there is every indication that this is likely to continue. No further loans from the membership of the A. S. B. may therefore be asked for.

While Dr. E. G. Simmons, whose hard and strenuous work on behalf of the Bureau has been much appreciated by all convention members, declared at the meeting last year at New Orleans that he would not remain in charge longer than the present convention year, he is said to be now willing to continue his services for one year more. If this is done, Dr. Simmons and his associates will have a still further opportunity of vindicating their judgment as regards the soundness of the American Service Bureau as a desirable annex to the A. L. C.

Yeomen Buy Building

The Brotherhood of American Yeomen, a Des Moines fraternal, has purchased the 12-story Liberty office building there for \$1,400,000. The state executive council gave permission for the purchase as provided by Iowa's insurance laws. The Bankers Life has a 15-year lease on the upper seven floors. The Yeomen will make its permanent home on the fourth and fifth floors. In recent years the organization went on a legal reserve basis.

New Policy

Disability Benefits of \$15.00 per \$1,000.00

Waiver of Premium

Broader Double Indemnity Clause

Loans at end of Second Year

ORGANIZED 1850

The Manhattan Life

INSURANCE CO.

66 BROADWAY

NEW YORK

MUST CHOOSE AGENTS WITH GREATEST CARE

The Success of an Agency Head Depends On His Associates, Says P. W. Simpson

PICKING MEN NOT EASY

Aetna Conference Hears Talk by General Agent at Indianapolis on Building a Producing Staff

Securing agents is a double problem—that of getting the right kind into the agency and keeping the wrong kind out, said P. W. Simpson of Indianapolis, speaking at the general agents' conference of the Aetna Life at Poland Springs, Me., last week.

"Insurance agents are drawn from all walks of life," Mr. Simpson said. "They come from stores, farms, offices, and from financial, industrial, and commercial institutions, and sometimes from the so-called professions. After we secure these men, the thing which is most baffling to all of us—the problem hardest to solve—is selling them our business; schooling and moulding them into our organization."

Want Men Hard to Sell

"In the Indianapolis agency, we want men who must be convinced of the merits of the life insurance business. If they jump at conclusions we do not want them. We want men who deliberate. Too much enthusiasm often is consumed by its own flame. If they hire easily they leave quickly. The combination of enthusiasm and deliberation we find to be the proper combination. Men who are enthused when things are going well have the same capacity for moods in the opposite direction, and at the first jolt of misfortune will often be plunged into the depths of melancholy. The even, deliberate, plodding disposition we have found to be the best."

"In interviewing prospective agents we make it plain that they cannot expect to master this, the biggest business in the world, unless they are willing to put hard work and study into it. We require every whole time man entering our organization to make daily reports for twelve consecutive weeks. This report shows morning and afternoon calls. We believe that if a salesman will continue these daily reports for twelve consecutive weeks, he has formed the right habit in the beginning."

Want Men Who Will Advance

"As mentioned before, we must find our men in almost every walk of life, but there is a particular type for which we are searching. We are looking for men who want to get ahead in the world—who are too big for the opportunities offered in their present employment—those who are willing to pay the price of success by hard work. Such men are found in as many different ways as there are businesses in which they are engaged."

"We are speaking of the rule and not the exception when we say that men just out of college will not succeed in our work, but at the same time I believe we will all agree that other things being equal, the college man has a great advantage over the man who hasn't a higher education. Most college men when they complete their course are in debt or have such a small surplus that they are obliged to take employment wherever it is offered them. After a college man has been fighting for existence in the business world for four or five years, he has reached the stage of development where he is willing and

capable to take up life in the broader sense.

Picking Older College Graduates

"The plan we have adopted to reach these men consists of getting from the colleges of Indiana the class records of 1920 and 1921. We have the list of graduates of the two years mentioned, and it is very interesting to note the different occupations in which they are engaged, and the very circumscribed opportunities offered in many of them.

"It is particularly true of the life insurance business that its ultimate success depends fundamentally upon the character and the ability of the men who represent the various companies. They must be men of vision, men who are capable of adapting themselves to the larger problem of the world's business, men who can approach and interest the captains of industry, and if need arises, descend to the level of the humblest home."

"To such men, and they can be found,

life insurance has all the qualities of the ideal occupation—permanency, independence, healthfulness, and an income measured only by human effort."

William A. Carter of the Penn Mutual at Salt Lake City has been named chairman of the membership committee of the Chamber of Commerce-Commercial Club of the city.

WOMAN AND LIFE INSURANCE

By MRS. J. B. THOMPSON
Liberty Life of Chicago

WOMAN'S maternal instinct, most important element in her make-up, radiates the principle of protection, protection in its fullest sense, that protection which means preservation of the human race. The prime reason for

show that until recent years a very small percent of insurance in force was carried on the lives of women and the larger percent on the lives of men for the protection of women and children.

The very nature of our work, selling

At the agency convention of the Liberty Life of Chicago, Mrs. I. B. Thompson of that city read a paper on "Women and Life Insurance" that attracted wide attention. Mrs. Thompson is a woman of culture and refinement. She is prominent among the colored people of Chicago and has done much for their advancement. The Liberty Life has some excellent women agents who are carrying the gospel successfully and are making fine records in producing business.

the origin of life insurance as an institution was protection and conservation of the human race—hence the similarity of character of woman and life insurance.

Many thoughts come to us when making this comparison, and our conclusion is this: Life insurance was instituted for woman. We draw this conclusion from the fact that records

of life insurance, or as we often find it, teaching life insurance, gives us a keener interest in that part of the discussion which deals with the selling of life insurance.

For convenience, and with all courtesy to the ladies, we shall reverse the subject of our discussion, "Woman and Life Insurance," making it to read "Life

Are You Business Man or Professional Man?

HAVE you ever wondered what definite things you might do in order to bring your work and yourself up to the professional standard and enjoy the advantages of the doctor and the lawyer.

There are several specific things which bring that about. One of them is the Personal Proposal Sheet used by agents under the American Central Plan.

This is a part of the Plan. The pre-selection of prospects, the pre-approach, the canvass, control of the interview, close, the handling of notes, and a definite resale campaign are all parts of this Plan by which successful agents are professionalizing their insurance work and their insurance service.

We are now operating in twenty-three states, and under certain conditions will enter additional states. Details of the American Central Plan and our methods of operation will be given gladly to any one interested in considering a connection with us.



Perhaps the most comprehensive field development program in existence today. One phase is described in this advertisement.

AMERICAN CENTRAL LIFE

INSURANCE CO.

INDIANAPOLIS

ESTABLISHED 1899

HERBERT M. WOOLLEN, President

NUMBER TEN IN A SERIES OF INFORMATION ADVERTISEMENTS

Insurance and Woman." We shall take three simple topics:

1. Selling Life Insurance by Women.
2. Selling Life Insurance to Women.
3. Selling Life Insurance Through Women.

Selling Life Insurance by Women

There is evidence all around us showing how women life insurance agents have, by hard, unselfish work, promoted themselves through all the grades—Below—Fair—Good—and Excellent.

The report of the Victory Life, July 31, 1925, shows that one-sixth of the business on the books of the company was placed by women agents, and that almost 50 percent of the total business in force as of that date is carried on the lives of women and children.

At home with our own Liberty Life, one of the first agents employed was a woman, Mrs. Beatrice Evans. She was one-half of that first day's agency. We have the proud honor of having as one of our women agents the first Negro woman to produce the coveted \$100,000 worth of business in one year, Mrs. Cora Stewart. Now we add another star to Liberty Life's crown, another member of the \$100,000 club, Mrs. Lula M. Jones. This is prophecy: The year ending August, 1926, will show returns of at least half a score of \$100,000 a year women.

Selling Life Insurance to Women

Women have become educated to the value and service of life insurance in their own lives through achievements in other lines of business. They have experienced the opening of a new business, its expansion and in many cases the keeping of the doors open through the service of life insurance. They have known instances where the insurance carried on the life of a parent has been the only means for the education of a child.

Protecting Life Values

Woman's evolution from a consumer to a producer has brought to her vision additional life values and after making an appraisal she has turned to the ever-ready protection of her assets—life insurance. The busy woman of affairs—the woman engaged in commercial lines, is buying more and more life insurance. It is a matter of record that business women of our group are taking policies in our own companies of the maximum amount.

One of the other reasons why it is logical to consider woman a good life insure prospect is that, not only has she invaded the professions, and the field of commerce, but a statistician from the Federal Bureau of Labor, Department of Women in Industry, shows that there is a large registration of women in the trades. Twenty percent of the workers employed in the printing trade are women. Woman is a producer. A producer, man or woman, should carry an adequate amount of life insurance. Sell it to her.

Women Are Big Buyers

Another reason why we should sell life insurance to woman is that she is the big buyer of our day. Commercial records show that 85 percent of the buying done by the American people is done by women. Forty percent of the automobiles alone are sold to women. Then, can you not vision the latent buying power of woman? As a consequence, we should allow woman to use this latent buying power. Let the result register in the column of figures representing our future production of life insurance. Solomon, the wise one of the earth, in describing the virtues of woman says: "She considereth a field and buyeth it." I say unto you: Offer for her consideration the field of life insurance in an intelligent way and she will buy it.

Selling Life Insurance Through Women

So often the case comes up to the life insurance agent where he must overrule the "Queen's Veto." Sometimes he does not over-ride and as a result does not write. He turns to a reference library to find what some one else has

(CONTINUED ON PAGE 30)

LABOR TURNOVER HIGH

EDUCATION WILL CURB THIS

Aetna Agency Superintendent, Friend L. Wells, Tells His Men How to Organize Better Staffs

At the present time, according to Friend L. Wells, superintendent of agencies of the Aetna Life, who addressed the general agency convention at Poland Springs, Me., last week, there are probably 150,000 life insurance agents in the country and it is almost impossible to secure even an approximate estimate as to the number of new men coming into the life insurance business yearly. Mr. Wells believes, however, that this figure will run probably to 15,000 during a 12 months period, owing not only to the greater opportunities daily opening up in the life field, but owing also to the labor turnover.

"At the meeting of the life insurance officers in Chicago last September," Mr. Wells continued, "figures were given showing that of 8,000 agents employed by one company nearly 4,000 new agents had been secured during the preceding 12 months. Another reported that there were 4,500 agents employed by them during the preceding years out of the total of 8,500 agents on their staff; another reported that out of approximately 5,000 agents, over 1,000 new men had been employed during the preceding year.

Will Employ 4,000 New Men in Year

"With our own company there were, at the end of December, 1924, 1,640 full time contracts, 1,309 part time and 1,955 brokerage, a total of 4,904 contracts. During the first seven months of 1925 new contracts were made with 612 full time agents, 658 part time agents and 1,155 brokers or a total of 2,425 contracts, indicating that better than 4,000 new men will be employed during this calendar year by the Aetna. Cancellations would seem to indicate that during the year of 1925 more than 1,000 contracts will be cancelled.

"Again in the first seven months, considering new contracts made and old ones cancelled, there were 1,834 full time contracts, 1,776 part time and 3,086 brokerage contracts or a total of 6,696 contracts which shows a gain of 1,592 contracts during the seven months. During the first seven months of this year the full time agents produced \$105,000 paid business, the part-time men produced \$19,000,000 paid business, brokers \$65,000,000 paid business. This shows that the agents under contract paid for \$189,000,000 out of a total of \$252,000,000 for the first seven months of the year.

Cost of Education Mounts Up

"The cost of educating, working with and caring for the agents whose contracts have been made is an increasingly important item. It brings forcibly to mind the necessity of the most careful selection of the type of men who are to represent the agency of the company. Analyzing business conditions of this company we find that one percent of our agents produced 18 percent of the total business for the first six months of this year; 4 percent of our agents produced 36 percent of the business; 11 percent of our agents produced 52 percent of the total business; 23 percent of our agents produced 75 percent.

"The type of man in the life insurance business is constantly improving. The states are raising the requirements for licenses and the day of the ex-book agent and failure in other lines is past. The right kind of a general agent is one who can pick real salesmen and sell them the life insurance business. His next job is to train them so that they are equipped to do the job that he believed they could do when he picked them. After that his next job is to get them going and keep them going.

"Most other salesmen sell things but

MUTUAL LIFE MEETING

HELD AT COLORADO SPRINGS

Quarter Million Clubmen Gather—John A. Miller of Pittsburgh Is Chosen President

COLORADO SPRINGS, COLO., Sept. 16.—"I question whether it is not a serious fault of society to permit a family agreement to start and not compel a decent minimum of insurance protection," stated Prof. S. S. Huebner, of the department of insurance and commerce at the Wharton school of finance of the University of Pennsylvania, addressing the annual sales congress and convention of the \$250,000 Field club of the Mutual Life of New York, held here Sept. 9 and 10. Prof. Huebner's talk on "The Scientific Treatment of the Life Value Through Life Insurance," was the opening and the principal address of the meeting, at which George K. Sargent, superintendent of agencies for the Mutual Life, presided.

Prof. Huebner, internationally known and quoted as the leading authority on life values, pointed to a future day when the laws will demand a minimum of life insurance, just as they now require a minimum of schooling. Such laws, he indicated, would work protection to society by removing the burden of potential dependents from the shoulders of the state.

The meetings were held here in The Antlers hotel, and were attended by some 400 life men from all over the country—each man a Mutual producer of a quarter-million or more personal business in the past year. The aggregate annual production represented by those attending was \$33,000,000, on the basis of \$250,000 per man. The largest individual producer attending was Leo Thomas, of Detroit, who last year wrote \$2,500,000 for Mutual.

Officers of the quarter-million club elected here were John A. Miller of Pittsburgh, president, who has been 27 years with the company and W. I. Kortright, Omaha, secretary. Philadelphia was chosen as the meeting place for next year.

The afternoon session of Sept. 9 was grouped in the assembly for special consideration of various subjects, including trust funds, inheritance tax, corporation business insurance and sales talks. Thursday morning the session continued consideration of routine business and heard intimate talks by leading producers.

Hintz Peter Conducts Congress

In the afternoon the sales congress was conducted by Herman C. Hintz Peter, associate manager of the Chicago agency. The program included talks on "How to Secure Prospects," by George R. Lloyd, Cleveland; "Approach," by Nathan R. Hastie, Chicago; "Presentation," John R. Hastie, Chicago; "Close," by Clyde L. Coyer, Chicago; "Income Insurance," W. I. Kortright, Omaha; "Giving Versus Getting," E. C. Seed, Detroit, and "Inheritance Tax," Fred Lines, Baltimore.

Life insurance salesmen sell service. It requires men who are artists, who are able to paint pictures, who are able to create a desire instead of simply fulfilling a desire that has already been created. We should realize and show our prospective agents that the life insurance business is greater than any other; the \$65,000,000,000 of life insurance in force is greater than the combined resources of all the banks in the country; greater than the total value of all the railroads in the country; three times the entire national debt.

"We should be sold on the business ourselves or we cannot do a good job of selling it to a prospective agent. The biggest incomes in the country are paid to life insurance salesmen. One agent reported an income recently to the gov-

SAYS SALESMEN ARE MADE AND NOT BORN

H. P. Gravengaard, Manager of Aetna Sales Training Department, Gives Views

FAVORS SCIENTIFIC AGENT

Tells Fellow Workers That Schooling in Insurance Field Will Greatly Increase Efficiency in Selling

The adage that salesmen are born and not made was refuted by H. P. Gravengaard, manager of the Aetna Life sales training department, in an address at the general agents' conference at Poland Springs, Me., last week.

"When we talk about a 'born' salesman," Mr. Gravengaard said, "we mean the man has a pleasing personality and is a good mixer. You know a great many of such men. Perhaps you have some in your organization—men who could find many willing listeners, but few buyers. These men have personality, but they lack training. They know that life insurance is a good thing, but they cannot analyze a prospect's needs and show how the possession of life insurance guarantees the fulfillment of his plans."

Training Makes Personality Convincing

"Training gives personality a chance. More success will come to an agent of little personality but with ability to use it properly because he has been trained, than to the magnetic fellow who doesn't know how to utilize these qualities properly because he has not been trained. Knowledge is power. It makes personality convincing."

"It isn't difficult to master the methods in a class-room, but the moment one is face to face with a prospect—all the things learned often vanish. The setting is a new one. The agent is no longer in the land of make-believe, but in the world of reality. It takes time to become acclimated, but when he does he feels at home in the real environment.

Scientific Salesman Goes Farther

"I have met many agents who have learned to sell life insurance by going out and selling policies. They became successful, too, quite frequently. Yet while they obtain a certain skill in making a sale and a knack of meeting all sorts of sales conditions, they don't know the science of selling. They have as much chance of winning against a scientific salesman as the self-taught golfer against an expert."

"Clever wit and hunches are all right in their way, but these alone will not make an agent's quota. Faith in the service of life insurance; a comprehensive knowledge of human needs; a knowledge of the psychology of selling; a thorough knowledge of the company's policies, and ability to cover human needs; a list of clarifying answers to such objections that may be made against the proposition; a well

(CONTINUED ON PAGE 30)

ernment of more than \$250,000 per year. An agent of this company last year had an income approximating \$150,000. There is probably not a man in the world connected with any line of endeavor whose income from his own efforts was compensated by any such amount. It has been my observation in the last two years that many general agents do not realize the big thing in their job as general agent. The building of manpower is the keystone upon which the success or failure of a general agent is calculated."

September 18, 1926
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PLAN AGENTS' MEETING**OLD LINE LIFE CONVENTION**

Milwaukee Company to Have 150 Agents at Rally at Home Office Sept. 28-29

MILWAUKEE, WIS., Sept. 17.—It is expected that 150 agents of Old Line Life from all parts of the United States will attend the Star Leaders Club and agents' rally to be held at the home office Sept. 28-29. Agents will be in attendance from Minnesota, California, Wisconsin, Michigan, Illinois, Iowa, Texas, Oklahoma, South Dakota and Pennsylvania, states in which the company is licensed.

The program opens with a visit through the home office building. This will be followed by a luncheon of the Star Leaders Club, for members only. Officers of the club, which is composed of top-notchers among the agency force, are John L. Fox, president; G. J. Hanson, vice-president, and L. C. Cortright, secretary. The club program opens with an address of welcome by Mr. Fox, followed by a response by Rupert F. Fry, president of the Old Line Life. F. X. Bodden, vice-president of the company, will deliver the principal address of the meeting. Following this, new officers, who gain their positions on a merit basis, will be installed, and emblems awarded. A dinner will be given Monday evening for members of the field force and their ladies. Rev. W. T. Doward will deliver the principal address. It will be followed by a theater party. Tuesday morning there will be a talk by President Fry, inspirational address by Phil H. Grau, former director of organization at Marquette University, and a question box. In the afternoon there will be open discussions on income insurance, salary savings insurance and kindred topics.

CONVENTION OF ASSISTANTS

Travelers Inaugurates New Annual Conference of Educational Nature—Changes in Policies

HARTFORD, CONN., Sept. 16.—The Travelers last week held its first annual convention of assistant managers and field assistants of the life department with about 150 representatives present. Among the speakers on the program were Vice-Presidents B. A. Page, W. G. Coles and James L. Howard; J. E. Ahearn, secretary of the accident department; R. H. Williams, vice-president of the Travelers Fire, and H. A. Giddings, superintendent of agencies. H. H. Armstrong, superintendent of agencies, presided.

J. E. Ahearn, secretary of the accident department, announced that various changes and liberalization in coverage for automobile accidents had been made and a new disability contract issued. Other officials who assisted in handling the convention were Arthur J. Frith, assistant superintendent of agencies, and O. F. Girard, agency assistant, both from the branch office at 55 John street, New York.

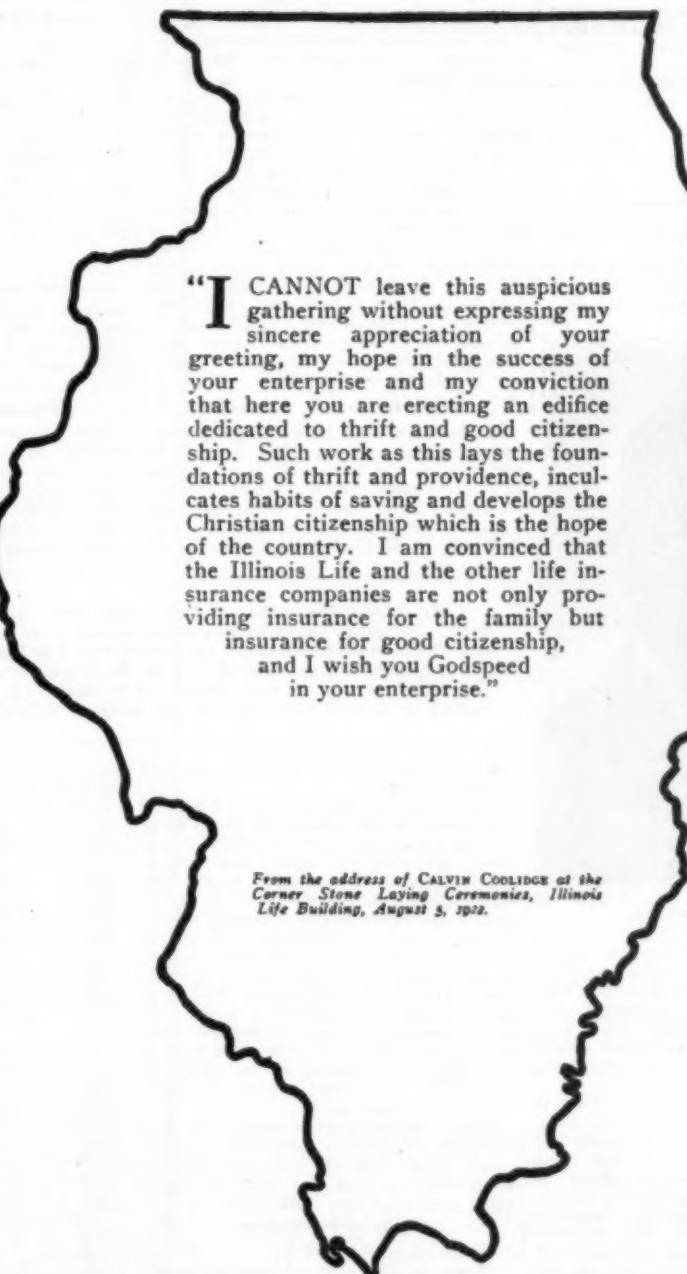
Kansas City Companies Hosts

In a recent issue of THE NATIONAL UNDERWRITER it was erroneously stated that the Kansas City Life would be host to the delegates at the convention of the National Association of Life Underwriters at a dance and buffet supper in its new building. As a matter of fact, the four Kansas City companies, the Kansas City Life, Midland Life, Business Men's Assurance and National Fidelity Life, are jointly entertaining the convention delegates the evening of Sept. 29. The Kansas City Life has consented to the use of its building for the occasion, but arrangements for the evening are in the hands of the four companies.

ILLINOIS LIFE INSURANCE CO.

CHICAGO

JAMES W. STEVENS, Founder



From the address of CALVIN COOLIDGE at the Corner Stone Laying Ceremonies, Illinois Life Building, August 5, 1922.

Illinois Life Insurance Co.

CHICAGO

JAMES W. STEVENS, Founder

Greatest Illinois Company

1212 Lake Shore Drive

The Illinois Life is The Dean of the Illinois Legal Reserve Companies

THE SUCCESSFUL AGENCY MANAGER

BY WALTER E. WEBB
Vice-President, National Life, U. S. A.

A COMPANY may build a producing organization by the general agency method or by the branch office system—that has been demonstrated. In either case, however, the growth of the company is due to the ability of the home office staff to select capable agency managers. Agency managers are the key men—the "contact points" which energize fieldmen, inducing them to produce business—the only factor which positively makes for company enlargement.

Agency managers are highly compensated. They should be; without them there would be no agents, without agents there would be no business, without business there would be no company.

Qualifications of Manager

What are the qualifications of a successful agency manager?

He must be of a constructive mentality, not a manipulative type of mind. To illustrate: the man who would be a

under his stimulus. In the case of the man who has made of himself the personality of a "winner" we are moved by his achievement, it reveals itself in every conceivable manner, his voice, his facial expression, his dress, everything he says and does carries to us the message that he is one to tie to, he has made himself, he can and will make us.

Manifestations May Vary

All successful managers possess the personality I have described. Its manifestations may vary, and they do, but it is only the individual's mode of expression, underneath are the same essential qualities that stir other men to action and achievement. For example: Hart & Eubank of the New York Aetna office are as different as the Twentieth Century Limited and the Gar Wood speed boat, yet both "get there." Eubank is a short, stocky built, sandy haired, chubby and cheery faced chap; blunt, outspoken, "dynamic," I think you'd call him. Hart is tall, slim, dark, immobile of countenance, mild spoken, serious, yet, each man leaves you "a-tingle" with new courage and energy for the battle to succeed.

Darby Day and J. N. Russell

Darby Day, who built the great \$40,000,000 agency of the Mutual Life in Chicago, is "in between" Hart & Eubank. Neither tall nor short, neither dark nor light, neither blunt nor soft spoken, not gay, not too serious. He is—well, he is Darby Day. Inside are



WALTER E. WEBB

successful speculator in stocks would hardly be selected to build an agency. To go to the other extreme, a man who likes to build houses or anything else would have the right "slant." The successful agency manager is the man who wants to get ahead by doing something worth while.

He must have money sense. That is merely the application of common sense to the financial phase of operating his business. The percentage of men who can manage their financial affairs as against those who can make big money is very small. The agency manager must successfully handle his personal financial affairs and then counsel with the men in order that they may do the same. There is no question in the mind of the agent who is making and saving money as to whether or not he is making a success.

Personality of Leadership

He must possess an attractive, persuasive, compelling, winning, inspiring personality. The personality of leadership—that's what it is. How he "gets that way" is an individual matter. Some men are born to the "deep purple" of business preferment. Others study—think—plan—observe—try and build into themselves the attributes which others come by through heredity. In either case the result is the same. The born "winner" simply takes us into his camp, he can't help it, nor can we; we are drawn as if by hypnotic influence and inspired in an unaccountable but effective manner to produce business

the same qualities of leadership we find in all the rest.

John Newton Russell, who built the big home office agency of the Pacific Mutual, is another individuality. He is about six foot six, lanky, gangling, a giant Sequoia, if Sequoias would just wave a little in the breeze. "J. N." is always unruffled—always "sawing wood," "laying pipe." Persistent, he never gives up—never gets off the track—keeps going "head on" to his destination. He never harangues his men, never shouts for \$3,000,000 a month. He never announces that \$3,000,000 must be written. He just sort of drawls it out that the month is to yield up \$3,000,000—every man is to do his share—and each man does.

Coast to coast, tall, short, fat, lean speakers—"Coolidge tongued"—underneath these men all have the qualities of leadership, they are able to attract men, develop them, hold them.

Test Is Production

How do they do it? What is the job of the successful agency manager?

The test of an agency's development and progress is the enlargement of worth while production and agency personnel. Men and methods may differ, and they do, but the result is always the same: failure if the new business does not grow and success if it does.

The successful agency manager is rarely a personal producer after getting into the work of building an agency. Writing business takes time—writing a large business takes lots of time. The successful agency manager knows he must start by getting men. Then he must continue adding to the personnel.

Devote Time to Men

It is, therefore, essential that the agency manager devote his entire time as quickly as possible to building men if he hopes to succeed. He cannot suc-

ceed as a manager and organizer writing personal business. Being a leader he knows what must be done, he knows how best he can do it.

The successful agency manager must get business—first by personal solicitation, second, and quickly, by employing men to get business. He must get some business himself because no office is such a dead office as an agency which is not doing some business. A man can get some business quicker himself than he can hire a man and make him a producer. Then too, there is nothing so convincing to a prospective agent as his interview with a manager who is making sales, not one who was making them.

Work of Recruiting Never Ends

As quickly as possible the agency manager should contract with an agent, then two, then three, and so on "ad lib." The successful manager's work of recruiting is never done if he is to continue to grow. To grow he must increase business, to increase business he must increase his corps of solicitors. There are not so many prospective agents as there are prospective insurers, but they are sought in much the same way. Circularization, some; advertising—some; personal contacts, mostly. The successful agency manager seeks agency material in the same spirit of "getting business" as the agent goes after applications. Every man he sees or meets—he notes. He either accepts or rejects him as a possible "prospect."

Picking Agency Prospects

He appraises the possibilities (superficially, of course) of every one. Auto salesmen, mechanics, real estate salesmen and office men, ticket agents, grocery clerks, railroad and pullman conductors, policemen, election clerks, gasoline station men, bond salesmen, book

Mr. Webb, the author of this contribution, is a practical life insurance man. For many years he was an agent and later became general agent for one of the important eastern companies with headquarters at San Francisco. He has spent a great deal of time on the firing line, knows the problems of the men carrying the rate book, and consequently, whatever he writes on selling or agency questions has the mark of authority upon it.

agents, bankers and bank employees, lawyers, doctors, ministers, building material salesmen, drug clerks, haberdashers, public speakers, councilmen, county and city officers, Kiwanis, Rotary and Lion Club leaders, radio announcers, church leaders, school teachers, musicians, hotel clerks, chamber of commerce secretaries, leaders in any community movements, newspaper men, in fact, any man dealing with the public, and many who do not, are possible "prospects."

Fall From Misdirection

It is said on good authority that most men fail not because of lack of ability but because of misdirection of it. Most men are vocational misfits, commercially placed through accident. The misfit in any walk of life may be the ideal life underwriter—and he will never cease to revere and appreciate the agency manager who sets him right.

Presuming the manager represents any one of the great number of good companies (and a successful agency manager would represent no other), his job is to first sell the business, then sell the man to the business, and keep him sold.

Confidence in Commodity

Now then, the truth is the best that can be said of the life insurance business. Newspapers and periodicals of all descriptions, banks and trust companies daily sing the praises of life insurance and its beneficence and describe its functions. It is the one thing we can sell, confident that it is the only commodity which we know is certain to be worth more each year it is held, and never less.

Having contracted with the new agent the agency manager must help this man to help himself. Actual help in soliciting when and where it is necessary, furnishing prospects if it is the part of wisdom to do so, constantly advising

and counseling with the man on his cases, methods of work and habits of study and thought on the business imperative if the man is to succeed.

Having started a man, the agency manager must first help him to get going and then to keep going and to help him to not merely do that, but to develop his latent powers and enable him to make the most of his abilities. This procedure followed religiously will get men and keep them and add men and keep them.

Form Like a Single Wave

Too many agencies form like a single wave, welling up from the sea into a great mountain of water only to break into a crest and sink into oblivion, and the calm of inertia.

All men do not succeed in life. Few achieve notable success in any vocation. Many are mediocre—many unfortunately fail at most things and succeed at none. That is not our fault, it is a problem. Therefore, the conscientious manager will keep in mind that he can only do his best with the material human nature as it is constituted and secure more new men than he loses. If no other way can he grow and let his agency grow. His 50 percent men must develop to their capacity, his 30 percent likewise.

His failures he must help to find other more promising labor and replace them, plus.

More and More Producers

The successful manager must look each year: more old men producing more business than they produced in the previous year; more new producers added than were added the previous year. And by all means, more new products added this year than he lost for one reason or another this year. Finally he must continue to develop himself so that he may inspire not only new men but old men by his increasing strength as a leader and one who grows apart with his responsibilities.

Educational courses, lectures, campaigns, contests, advertisements, all those elements are collaterals to the main issue; accessories, effective if the results come in production and otherwise.

The business of life insurance, in the momentum gained through the experience of the world war and the post-war prosperity bids fair to overrun its place beside banking and the railroads as the country's great economic forces and become superior to them all in the life of the nation.

Big agency men are needed—the business will pay them well.

GOES TO SPRINGFIELD LIFE

C. Hubert Anderson Becomes Superintendent of Agencies Owing to Resignation of George Hawkins

The Springfield Life has appointed C. Hubert Anderson as superintendent of agencies to succeed George Hawkins resigned. Mr. Anderson resigned as superintendent of agencies of the Old Line of Lincoln, Neb., to take his new position. The Springfield Life is now moving along in excellent shape under guidance of President A. L. Hereford. Mr. Hereford is now in attendance at the Insurance Commissioners' Convention at San Antonio.

Mr. Anderson has had a wide and varied experience in life insurance work having first engaged in it 14 years ago as agent for the Central Life of Iowa and later as field worker for the Guardian Life of New York in the Gardner agency at Fort Madison Ia. When the world war broke out Mr. Anderson enlisted in the aviation service of the United States navy and after the armistice was supervisor of agents of the International Life & Trust of Moline Ill. He was later connected with the Fidelity Mutual of Philadelphia and then became agency manager of the ordinary department of the American National of Galveston. Following this he became manager of agents of the Old Line of Lincoln.

September 18, 1925

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LEADS FROM TAX LIST**GIVE LINE-UP ON PROSPECTS**

Published Reports on Income Assessments Are Worth Perusal of Agents in Search of Business

While some life insurance executives and agency managers may have been rather put out at seeing their names and the accompanying amount of income tax they paid in the newspapers which have been publishing income tax lists, most of them have decided to accept the disadvantages with the accompanying advantages of the published income tax list and if not officially, are unofficially helping their agents use the published lists as prospect lists for life and accident and health insurance.

One Chicago agency manager pointed out that the salesmen would be foolish indeed not to take advantage of the list of prospects put at his hands by the publishing of the income tax list. It is general knowledge that all sorts of blue sky salesmen and bunk artists are making use of these lists, so there is no reason why a legitimate salesman with a legitimate proposition should not make similar use of his opportunity.

Can Trace Some Business to It

While it is yet a little early to say whether or not a great deal of business can be traced to the publishing of these lists all over the country, it has been pointed out that several large cases can be traced directly to leads developed through reading the income tax lists.

In a discussion of the use of these lists, one prominent agency manager pointed out that a salesman will be much better off if he pays no attention to those taxpayers who show extraordinarily large income taxes which would include the most prominent and richest men of the town, but will get much further if he will check this list for men of more than average means who, according to their tax, seem to have had a large income during the previous year.

Complete Prospect Lists

The income tax lists are almost as complete as possible for they usually give the name of the taxpayer, the amount of tax paid and the home address. A check with telephone books or city directories will soon show just where the party in question can be reached during business hours and what his business is, if the salesman does not already know.

Not only can life insurance and accident and health insurance prospects be checked up in this method, but the live salesman can take advantage of this list for soliciting all sorts of casualty lines, inasmuch as many of the newspapers are publishing names of corporations and taxes paid by them on incomes during 1924.

Need of Ingenuity and Planning

The use to which this list is put depends entirely upon the salesman and his ingenuity. No definite plan of action can be mapped out for the agent to follow, but he must take the lead given him from the list and develop it as best he can. But he does at least have a knowledge that the prospect made a good deal of money last year and can roughly figure out what his net profit was during the year. While company officials and agency executives may not admit using this list or helping their salesmen use it, they are more than willing to have their salesmen make use of these lists and usually help them in any way they can.

Mrs. Hattie Doble Tuck, widow of R. S. Tuck for many years general agent at Richmond, Va., for the Union Central Life, died in that city last week. She was a niece of Louis T. Doble, prominent agent of Norfolk and a former president of the Virginia Association of Insurance Agents and a cousin of Richard A. Doble, district manager at Norfolk for the Atlantic Life.

PLAN "BUTLER WEEKS"**TRAVELERS TO HONOR CHIEF**

Agents Strive to Show High Production for Ten Weeks in Appreciation of President's Work

Ten weeks of special production in honor of President L. F. Butler's tenth anniversary as head of the Travelers were started Sept. 14 by the representatives of the Travelers companies. The testimonial was suggested by the field and in giving his consent to the plan, President Butler said, "If it proves a means of increasing the remuneration and well-being of Travelers men I shall be more than pleased."

During the past ten years, under Mr. Butler's leadership, the Travelers has made extraordinary progress. Assets have increased from \$100,418,707 to \$341,160,722; premium income from \$25,737,663 to \$120,100,474; life insurance in force from \$348,589,793 to \$2,815,298,532; and casualty premiums from \$15,752,318 to \$56,251,373.

New Plan With Travelers

The personal tribute element is not a common note in Travelers production plans. Nearly all special efforts in the past have been for convention or club qualifications, and it will be a new and pleasing sensation to Travelers agents to be able to acknowledge to Mr. Butler by their extra activities their appreciation of his direction.

TIME LIMIT IS NEARLY UP**Further Developments in Inter-Southern Life Matter Expected Within Next Few Days**

LOUISVILLE, KY., Sept. 17.—The three weeks' period given the officers and directors of the Inter-Southern Life in which to answer or reply to the audit report made to Commissioner Saufley of Kentucky is up Sept. 19. If there are any fireworks to develop, indications are that they will start in a very short time.

Commissioner Saufley announced that account of pressing insurance matters to which he is devoting his entire attention, he had cancelled his plans for attending the meeting of the National Convention of Insurance Commissioners at San Antonio. Mr. Saufley arranged for William Tate, actuary for the department, to attend this meeting.

Commissioner Saufley is on the job to look after any developments, and to see the Inter-Southern matter through.

Full Time to Agency Work

A. B. Slattengren, secretary of the Mutual Trust Life, will hereafter give all of his time to the agency department. Mr. Slattengren has had much experience in the field. He began his life insurance career with the Mutual Trust in 1908 at Center City, Minn., afterwards going to Minneapolis as manager and later coming to the home office. Thus he has had both field and home office experience, and knows the field problems from every angle. He will cooperate with Vice-President Carl A. Peterson, who has been placed in charge of the agency department.

Will Declare Stock Dividend

Stockholders of the Life Insurance Company of Virginia have voted in favor of declaring a 20 percent stock dividend increasing the capital stock from \$2,500,000 to \$3,000,000. This was recommended recently by the board of directors. The company's stock is now the highest priced stock listed on the Richmond Exchange. It is quoted at nearly ten times its par value of \$100 a share. Quotations of a few days ago recorded stock as bid for \$910 with none offered. Stock involved in the new increase will be diverted from surplus.

The

**Inter-Southern Life
Insurance Company****LOUISVILLE, KENTUCKY****JAMES R. DUFFIN, PRESIDENT**

Submits That

THE FUNDAMENTAL AND COMPONENT ELEMENTS OF A SUCCESSFUL LIFE INSURANCE COMPANY

ARE

AMPLE ASSETS
(We Have \$12,000,000.)**RESERVE ON POLICY CONTRACTS**
(We Have \$11,000,000.)**AN AGENCY FORCE ABLE TO PRODUCE BUSINESS**

(This is the 36th week of the year. We have Agents who have produced one or more applications each week as steady workers for 36 weeks.)

A GROUP DEPARTMENT THAT MEETS ALL NEEDS, CONDITIONS AND COMPETITION

(OURS DOES.)

(Group Department organized in October, 1924. Group Insurance in force \$3,350,000.)

HOME OFFICE DEPARTMENTS MANAGED BY MEN AND WOMEN OF EXECUTIVE AND TECHNICAL ABILITY

(OURS ARE.)

EXECUTIVE OFFICERS OF LONG EXPERIENCE**QUALIFYING THEM AS EXPERTS IN THEIR LINE**
(OURS ARE)**LOYAL EMPLOYES WILLING TO GIVE THEIR BEST OF TIME AND TALENT TO THE****INTER-SOUTHERN LIFE
INSURANCE COMPANY
LOUISVILLE, KENTUCKY**

(OURS DO)

FIELD IS STILL OPEN**NEED ESTATE COST PROVISION**

George T. Dexter Says Removal of Federal Tax Would Not Decrease Life Insurance Necessity

George T. Dexter, second vice-president of the Mutual Life of New York, has issued a statement to the field forces relative to the removal or reduction of federal inheritance taxes. Some wealthy men seem to be of the opinion that it is not necessary to provide for inheritance taxes because of the agitation that is taking place for their very material reduction. This need not affect the sale of life insurance. If the federal inheritance tax is reduced or abolished, the life insurance funds thus released could provide cash to meet the various state taxes and to avoid penalties imposed, to provide liquid funds to prevent forced sale of securities, to back up the bequests against depreciation of securities and to make it possible to administer an estate to best advantage and carry the estate's beneficiaries during settlement without resource upon the body of the estate. Mr. Dexter said that it must be remembered that many states exempt life insurance proceeds from taxation when made payable to designated beneficiaries.

Expenses Would Remain

The federal inheritance tax as it stands creates a need for life insurance, and yet its removal or decrease would not necessarily lessen the desirability of life insurance in specific cases. It would eliminate the greatest single pressure and make it possible to provide better protection against the requirements in many cases. The need for estate protection would probably remain at least as great throughout the states and per-

REVEAL FUTURE PLANS**CONTINUE CLUB CONVENTIONS**

New York Life \$250,000 and \$300,000 Club Members to Gather in Colorado and California

Close on the heels of the conventions at West Baden and French Lick of the \$100,000 and \$200,000 clubs, the New York Life is preparing for the gatherings for the members of its \$250,000 and \$350,000 clubs. The former will meet at Colorado Springs Sept. 18-21, while the members of the \$350,000 club will go on to California for the convention at Coronado Sept. 24-28.

Officials to Attend

In addition to the club members, a large number of home office and agency executives will attend the meetings. Darwin P. Kingsley, president; T. A. Buckner and Walker Buckner, vice-presidents; L. Seton Lindsey, superintendent of agencies, and a number of minor officials will go from the home office.

haps greater if the federal tax were abolished, and the possibilities of suit, fluctuation and depreciation would still be present. Release from federal inheritance taxation would allow men to give protection to their estates ample to meet all known taxations and contingencies. As Mr. Dexter said, "The argument for life insurance for estate protection and conservation is stronger because of these possibilities and would be even stronger if the tax were in truth removed or decreased."

William M. Broe, formerly special agent of the Hartford Fire at St. Louis, has entered the life insurance field. He has joined the agency organization of the Guardian Life.

FEW AGENTS LEAVING**COMPANIES NOT WORRIED**

Florida Boom Attracting but Few Real Producers From Life Insurance Field

The land boom in Florida, which has been making fortunes for some people during the last year, on paper at least, has offered glittering prospects of success to everybody. One has but to walk around the "loop" in Chicago and note the many offices which have sprung up, all selling Florida real estate, and all offering the investor great returns on his money.

Has this created a desire among insurance agents hastily to move to Florida, and make their fortunes overnight? Apparently not, to quote a few of the prominent companies and men in the business. Dr. E. G. Simmons, vice-president and general manager of the Pan-American Life, says: "We have found no desire on the part of our life agents to go to Florida and sell real estate. It would seem to me that you would have but to point to the present status of men who have continued to drift all around the country to find the answer as to the advisability of men going to Florida or anywhere else to get in on the ground of a real estate boom."

"Looking back over my insurance experience, I believe I can count on the fingers of one hand the men who have been led away by what appeared to be glittering prospects and who have never succeeded in making anything out of their lives, but we all can point to the hundreds of men who have remained in the life insurance business and who have, after a comparatively few years, built up a competency for themselves."

No Exodus to Florida

Charles Hommeyer, superintendent of agencies of the Union Central Life, says: "I do not find in our organization any 'exodus' of agents to the land of sunshine," although an increasing number have during the past two years been spending all or part of the winter months in that territory. I do not believe that life insurance agents throughout the United States are being attracted to real estate business in Florida. However, considerable difficulty is being experienced by Florida managers and general agents in keeping their local agents from chasing the real estate rainbows. In any event, the majority of agents who go to Florida will probably write at least sufficient life insurance while there to pay for the expenses of their trip."

Darby A. Day, Chicago manager of the Mutual Life, says his office is not affected, and is giving no serious consideration to the matter. Three or four part time agents have gotten the fever and left, but they weren't making a success of life insurance anyway. E. S. Ashbrook, vice-president of the North American Life of Chicago, says it is nothing serious and nothing to worry about. That company has lost five or six agents, three of them from Illinois, but they were making no success of the life insurance business anyway, and it was just a question of whether it would be Florida real estate or some other boom where the chance of success overnight loomed large. S. W. Goss, vice-president of the Security Life, says they are not affected in any way, and there is nothing to it.

Nothing to Worry About

Carl A. Peterson, vice-president of the Mutual Trust Life, says there is nothing serious and nothing to worry about. It had only one agent who wanted to go to Florida, and after he had heard a few common sense arguments against it, he changed his mind, and decided he would stay with the life insurance business.

The Florida boom will not last and

ALL EYES ON FLORIDA**BUILDING FOR FUTURE YEARS**

Conditions Make It Both Wise and Difficult for Companies to Get Good Representation

JACKSONVILLE, FLA., Sept. 16.—Life companies have not been blind to the great development which has been going on in Florida. Companies which have not been planted there are alive to the situation and are making strenuous efforts to get agency system established. One company official instead of taking a vacation this year spent a large part of the summer in Florida, believing that he should not delay getting a foundation ready for the great volume of life business which is written here now and for the greater volume which is sure to follow.

Both the life and the accident and health companies report that they have had some difficulty in finding the kind of agency timber they want in this section. And more than once companies have had the experience of sending down trained men from the north and seeing them infected with the real estate boom to the extent that they have left the life business entirely.

Young Agents Building Well

Companies successful in obtaining good representation in Florida have been more than pleased with the results obtained. Some of them believe that Florida is the opportunity land for the young live agent of today who wants to begin building for the future. Conditions in Florida are such at this time, particularly in those districts which are developing rapidly, that agents who apply themselves diligently to selling are said to be making more than agents of equal ability in northern sections.

Moreover, and this is regarded as more important, they are laying a foundation which in 10 or 15 years will mean very comfortable incomes for them.

EDUCATIONAL MEN TO MEET

Conference Called in Kansas City for Purpose of Organization—Many Acceptances Received

KANSAS CITY, MO., Sept. 17.—Walter C. Cluff, supervisor of the department of instruction of the Kansas City Life, is understood to have had numerous acceptances of his invitation to the agency instructors of other companies to attend an organization meeting at the office of the Kansas City Life, Saturday, Oct. 3, the day following the adjournment of the meeting of the National Association of Life Underwriters.

Plan Temporary Organization

The program calls for a temporary organization at first, when the purpose of the meeting will be explained and expressions of opinion from those present, limited to 10 minutes, will be asked for. Following this the value of correspondence courses for field men, methods of presenting them to field men and the essential things that a correspondence course should include will be discussed. In a letter to an agency instructor acknowledging his acceptance of the invitation to be present Mr. Cluff says:

"Personally I am very frank to say that there is something wrong with every correspondence course attempt that I have made or that I have ever heard of being made."

someone is going to be left high and dry. This has happened before in other states, and no doubt will happen again. Agents are wise to stick with the life insurance business. It will afford them living in good times and bad, and cannot involve salesmen in a slump.

Three New Records of Progress

A TWENTY-TWO MILLION DOLLAR PRODUCTION of new life insurance during June 1925, in honor of President George Kuhns.

A NINETY MILLION DOLLAR PRODUCTION of new life insurance during the first half of 1925.

During June 1925, the total of life insurance in force passed the **EIGHT HUNDRED MILLION DOLLAR** mark.

BANKERS LIFE COMPANY
DES MOINES, IOWA

George Kuhns, President

FINDS IT PROFITABLE**WORKS UP GROUP INSURANCE**

Inter-Southern Life Is Now Paying
Much Attention to the Production
of This Class

E. C. McDonald, manager of the group department of the Inter-Southern Life of Louisville, is developing considerable business of that class through the agency organization. Group pension plans constitute a new and interesting source of premium income. Mr. McDonald has been putting in considerable time working out the actuarial details of this plan in addition to interesting firms and institutions in adopting some arrangement to take care of their old and valued employees. During the first 11 months Mr. McDonald's department has paid \$2,000,000.

In announcing pension income Mr. McDonald has worked out one plan to cover the faculty of a university. This includes the minimum retirement age of 65 and optional retirement at any succeeding age up to 70. At that time retirement is compulsory. The cost of this pension is shared equally by the

university and the teachers. A minimum requirement of 20 years' service is necessary in order to secure a pension. Under this plan, a life annuity at 65 amounting to \$50 a month can be increased by the teacher increasing his annual premium.

Security Mutual Agency Convention

A strong program has been prepared for the two-day annual agency convention of the Security Mutual Life of Lincoln, Neb., Sept. 25-26. In addition to Dr. Charles J. Rockwell, director of the division of life insurance salesmanship in the University of Pittsburgh, who is to make five talks in all on that subject, Gerdon W. Noble of Omaha, general agent of the New England Mutual, and former Governor S. R. McKelvie are down for addresses. Mr. Noble is head of one of the largest agencies in the state, and recently wrote a \$500,000 application. Governor McKelvie is to talk on "Getting Results." For years he has been recognized as one of the best advertising salesmen in the west, and is owner of a weekly farm paper that is the only one of its kind in the state and has 125,000 circulation weekly. Commissioner Dumont will make an address, and members of the agency forces will contribute to the program, which ends with a banquet Saturday evening.

Vice-President Bolin Resigns

Vice-President Charles D. Bolin of the Continental Life of St. Louis has presented his resignation to the directors of that company and although the board has refused to accept it will insist upon this being done. Mr. Bolin is a heavy stockholder in the Continental Life and has long been actively identified with its affairs. He is a life insurance man of long experience having been St. Louis general agent of the Union Central Life for many years. He states that his resignation is tendered only to enable him to give more attention to the affairs of the American Thermometer Company of St. Louis.

GIVES INFORMATION ON ACCELERATIVE ENDOWMENT

Question—Is the accelerative endowment option for use of dividends forbidden in any of the states? Is it correct that there was discussion of such a law in Massachusetts in recent years? Out of the some 256 companies in America, how many companies issue the accelerative endowment option?

Answer—Vice-President Rhodes of the Mutual Benefit Life was asked to answer these questions. He says:

1. The accelerative endowment plan of applying dividends, adopted by this company in 1875 and in use ever since, is not forbidden in any state.

2. In 1909 a bill was introduced in the Massachusetts legislature which would have prohibited the accelerative endowment plan. The bill was acted upon adversely by the legislature.

3. There are a number of companies which use what they call the accelerative endowment plan but so far as I am informed in the case of companies other than the Mutual Benefit the plan involves simply the accumulation of dividends at interest.

The above specifically answers the questions of your correspondent, but for your information I might say that in 1922 the attorney general of Massachusetts rendered an opinion holding that a foreign company could not provide in its policy contracts for any method of applying dividends other than the methods set forth in the statute. The opinion did not enter into the merits of the accelerative endowment plan. The attorney general withdrew the opinion within a few days, and in 1924 the then attorney general held that a company might include in its policy contracts additional options that were "more favorable to the insured or his beneficiary" than those defined by the statute. With the approval of the commissioner of insurance we are issuing policies in Massachusetts which contain the accelerative endowment provisions.

Lake County--- Again

We are still looking for the BIG MAN to take charge of Lake County, Indiana, for the Western Reserve Life of Muncie, Indiana.

Speaking of *Opportunities*, we have a real opportunity for the right man in this territory. He would have headquarters at Gary. He would have control of Lake County including the cities of Hammond, East Chicago and other fine towns in that county.

His contract would be one under which he could operate a general agency. If you are interested address Gaylord Davidson, Agency Manager.

The Western Reserve Life Insurance Company MUNCIE, INDIANA

J. H. Leffler, President
J. W. Dragoon, Secretary

RECOGNITION

by the
HOME OFFICE
of your
COMPANY

is more than half the battle in building your future in the Life Insurance World.

THE MIDLAND MUTUAL is "Characterized" as the "Real-for-sure Agent's Company" because of the "Friendly Interest" always shown by the officers of the Company towards its field men.

General Agency opportunities in Illinois, Indiana, Michigan, Pennsylvania, West Virginia, Maryland and District of Columbia.

THE MIDLAND MUTUAL LIFE INSURANCE COMPANY

COLUMBUS, OHIO

"Its Performances Exceed Its Promises"

OVER TEN AND A HALF MILLIONS OF
HIGH-GRADE ASSETS
OVER SEVENTY-TWO MILLIONS OF
HIGH-GRADE BUSINESS IN FORCE

The Child's 20-Pay Life Optional Endowment Policy of the

Great Republic Life Insurance Company of California

Protects both the child and its parents and includes waiver of premium in event of death or permanent total disability of the father, who is the beneficiary. Agents are enthusiastic over its wonderful selling features. If you are interested, write for copy of "Making Dreams of Your Children's Future Come True," and our attractive proposition to agents.

J. R. RAILEY, Manager
Southwestern Department
401-2 Mercantile Bank Bldg.
Dallas, Texas

E. L. BLACK, State Manager
P. O. Box 148
Little Rock, Arkansas

W. H. SAVAGE, Vice-President
Los Angeles, California

THE NATIONAL-UNDERWRITER

LIFE INSURANCE EDITION

Published every Friday by THE NATIONAL UNDERWRITER COMPANY, Chicago, Cincinnati and New York. EDWARD J. WOHLGEMUTH, President; JOHN F. WOHLGEMUTH, Secretary; H. E. WRIGHT and NORA VINCENT PAUL, Vice-Presidents; WILLIAM A. SCANLON, Southwestern Manager; FRANK W. BLAND, GEORGE C. ROEDING and O. E. SCHWARTZ, Associate Managers.

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Merely Asking "Square Deal"

THE NATIONAL UNDERWRITER, and no doubt the other insurance publishers, do not presume to tell the National Association of Life Underwriters what it shall do in the matter of entering the insurance publishing and book selling field in competition with them, openly for profit, but merely ask the same "square deal" for the insurance publishing interests that the association was organized to ask for life insurance men. There have been many instances in the past year or so in which it could easily be shown that the NATIONAL ASSOCIATION has not merely been interested in spreading the gospel of agency education, but has gone out actively for business in open competition with the publishers, both on their own publications and on those of publishers outside the insurance business whom it has induced to enter the insurance field.

The purpose of THE NATIONAL UNDERWRITER in bringing this matter to the attention of the association's members has been to bring the organization out in the open as to whether or not it is to be regarded as an active competitor. If the NATIONAL ASSOCIATION headquarters has become little more than a publishing and book selling house, then the position of THE NATIONAL UNDERWRITER, and very likely other insurance publishers, must necessarily be that it is nothing more or less than a competitor and it must be treated as such. No publisher can be expected to devote columns of space to boosting the business of his competitor; but aside from that, it is easily a question whether the association has the legal right under its charter to engage in business for profit in the way in which it is now pushing the sale of life insurance literature. That is a matter which we have not gone into as yet;

so far as THE NATIONAL UNDERWRITER is concerned, it is merely raising the question whether the NATIONAL ASSOCIATION wishes to put itself in the position of becoming an active competitor of the regular insurance publishers. We do not believe that the position of the association can be justified, and we do not think any fair-minded life insurance man will resent the attitude of the insurance publishers who have expressed themselves on the subject in asking from the members of the life underwriters association the same courtesy and fair treatment which they wish for themselves.

The following from an editorial in the "Weekly Underwriter" is pertinent:

"No one can find fault with any trade organization in giving all possible service to its members even to the extent of operating an official organ, as long as such service is conducted in fair and open competition with everyone else. But it is significant that this week, W. T. Donovan, assistant attorney general of the United States, in an address at Washington warned trade associations against abusing this freedom, specifying that the government is prepared to move swiftly and effectively against violations of the well defined privileges accorded by decisions of the United States Supreme Court. These decisions, he said, emphasize that the misuse of information to effect contracts, agreements or understandings, or any concerted action through combinations which has a tendency to destroy competition through price-fixing, restriction of production or other similar results is unlawful. When a national association of any kind advises its members to buy only publications officially endorsed, especially when it receives a 'rake off,' it is getting close to the dangerous edge."

Life Insurance Not an Expense

LIFE insurance is not an expense. The prospect who objects that it costs too much is merely admitting that he has not grasped the idea at all. He does not begrudge the money he must spend for food and clothing and shelter, or for the education of his children. He is glad to do that, and he should be more glad to make sure that his family will

not be in want when he is no longer there to provide these necessities. Furthermore he is not buying anything. He is merely saving some of his money, putting it aside in a safe place, with the guarantee that his family shall have the ultimate amount he would like to save eventually whether or not he lives to do it or not.

Imagination a Great Asset

IMAGINATION is a great asset to the life insurance agent. There is nothing cut and dried about his work, and it is his privilege to get the most of romance and interest out of life. He needs an imagination to grasp his prospective situation, his

needs, his point of view, and what parts in his life, insurance should play. The agent who has this faculty, together with ambition and willingness to work, is bound to attain an ever-growing success as the years go by.

PERSONAL GLIMPSES OF LIFE UNDERWRITERS

Charles C. Deitch, nephew of Vice-President Guilford A. Deitch of the Reserve Loan Life of Indianapolis, has been appointed assistant agency manager of that company. Young Mr. Deitch was formerly in the actuarial department of the Reserve Loan Life and will receive a thorough training in agency work from his uncle, a successful veteran.

Insurance Commissioner John J. Mc-Mahan of South Carolina was unable to attend the Insurance Commissioners' Convention this week at San Antonio. He was pressing a prosecution in an incendiary case and the trial was set for the day when he should start for San Antonio.

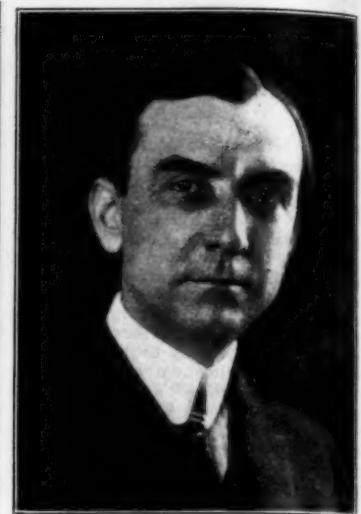
Karl B. Korrady, manager of the Chicago office of the Missouri State Life, who has been laid up at his home for four or five weeks on account of inflammatory rheumatism, is having a serious siege. Mr. Korrady is not expected back at his office for another month or so. He is able to hobble about a little every day on crutches.

J. Ernest Teare, treasurer and assistant secretary of the Cleveland Life, is also most worthy grand patron of the order of the Eastern Star, an order composed mostly of women who are eligible to membership by the fact that they are sisters, mothers, daughters, widows or wives of Masons. Together with the most worshipful grand matron, Mrs. Cora L. Henrick of Covington, Ky., Mr. Teare thus becomes for the next three years the head of the entire order, with a membership of nearly 2,000,000. Mr. Teare is a 32nd degree Mason.

Son of the president of one of the world's largest life insurance companies and manager of the fidelity and surety department of a casualty and surety company, W. D. Van Dyke, Jr., of Milwaukee nevertheless proved himself a fire insurance man last week. It all came about when young Van Dyke, whose father is president of Northwestern Mutual Life and who himself is manager of the fidelity and surety department and assistant secretary of the Northwestern Casualty & Surety, was playing golf at the Fox Point Country Club near Milwaukee. He had just come in from his usual 36 holes when fire broke out in one of the club buildings and rapidly spread until several small buildings were afire. Organizing a bucket brigade which he headed, young Van Dyke succeeded in saving the club house and six other important buildings. Then turning engineer he repaired the club water supply through emergency plumbing operations. On the following Sunday, with elaborate ceremony, a big fire hat and the position of fire chief of Fox Point were simultaneously tendered him. He modestly refused both and the hat hangs over the fireplace, which is proper, while the position of fire chief goes begging.

The marriage of Miss Anita Austin Warner, daughter of Mr. and Mrs. Walter G. Warner of Bloomfield, N. J., to Henry Samuel Todd of New York City in the Little Church Around the Corner, New York, might well be termed the culmination of a real insurance romance, as Miss Warner for some years has been secretary to Robert Lynn Cox, second vice-president of the Metropolitan Life, while Mr. Todd is agency supervisor for the southwestern territory of the same company.

Alfred Hurrell was elected general counsel of the Prudential at a meeting of the directors Tuesday. He was formerly vice-president and general solicitor at the same time. Charles B. Bradley was appointed general solicitor and Albert C. Wall elected to the directorate. Mr. Hurrell has been associated



ALFRED HURRELL

with the legal staff of the Prudential since 1915, prior to which time he was attorney for the Association of Life Insurance Presidents for four years. Mr. Bradley entered the service of the company in 1923.

It leaked out the other day how Commissioner Joseph Button of Virginia acquired his title of colonel when a notice in the "Twenty-five years ago" column in a Richmond paper recited that he had just been appointed on the staff of Governor J. Hoge Tyler with the rank of colonel. The title fitted so well that Colonel Button has been wearing it ever since.

Benjamin Rosenbaum, son of C. H. Rosenbaum, agency manager of the Bankers Life of Iowa, has been awarded first prize for having written the best poetry of any student at the University of Oxford, England, this year. Mr. Rosenbaum is only 24 years old. He has been studying at Oxford since his graduation from Harvard in 1923. He received his degree of LL.D. this June from Oxford, and expects to remain in England another year to work for his Ph.D. degree. In addition to poems published in magazines of this country and England, Mr. Rosenbaum is author of "Hill Solitudes," a book of poetry. He has received a number of prizes for literary work done while abroad.

John W. Clegg, president of the National Association of Life Underwriters, will leave Philadelphia Sept. 25 to attend the annual convention of the association at Kansas City. On his way west Mr. Clegg will stop at Toledo, O., to address the local life underwriters' association there. Mr. Clegg is attending the eastern regional convention of the Penn Mutual Life at Swampscott this week.

W. A. Searle, assistant to President Clegg, plans to depart for the convention about Sept. 20.

Mrs. Miriam A. Ferguson, governor of Texas, has announced the appointment of R. E. Daniels of Victoria, Tex., to the position of insurance commissioner to succeed Judge John M. Scott, who relinquishes his office Oct. 1.

Rulon S. Wells, former Utah insurance commissioner and long prominent in life insurance circles in Salt Lake City, has been selected as a member of the party who will open up a mission of the Mormon or Latter-Day Saints Church in the Argentine Republic next month, making headquarters at Buenos Aires. Mr. Wells will be away indefinitely, it is stated. He has a good

knowledge of German and that is given as one of the reasons for his selection. He is a son of prominent Mormon pioneers who helped to found Salt Lake City.

J. R. Paisley, until recently president of the International Life of St. Louis, is still making his office with that company but states that except for his interest in the company as a stockholder his connection with International Life affairs is ended. Mr. Paisley says that his private affairs will occupy his time for some months to come and that later on he may again be interested in active life insurance work. "After 29 years of active service," says Mr. Paisley, "one feels like loafing for awhile but I hope I shall always be a life insurance man and that there may still be some work for me to do in that business which I may take up later on."

Secretary Henry Abels of the Franklin Life says that there is absolutely no foundation for the rumor that the extraordinarily well kept, close cut, level lawn in front of the Franklin Life building is maintained in that condition so that the secretary of the company may use it as a putting green and thus further qualify himself for golf honors at the forthcoming meeting of the American Life Convention.

E. W. Heisse, general agent of the Aetna Life at Baltimore, Md., fell and broke his leg Sunday while playing golf at Poland Springs. He had been attending the sessions of the Aetna general agents conference. He was taken to the hospital at Lewiston.

Edward D. Duffield, president of the Prudential, returned Friday from Europe, where he has spent two and one-half months traveling with his family.

D. F. Shafer, Mansfield, O., and George Hayden, Newark, O., managers of the branches of the Ohio State Life in those cities, have returned from a vacation spent in the Adirondacks. They were accompanied by Dr. C. E. Schilling of Columbus, medical director of the Ohio State Life. Messrs. Shafer and Hayden had an active part in the campaign which the field forces of the company recently conducted in honor of President Sarver and in commemoration of the company's 19th anniversary. They went after \$7,500,000 and got \$8,200,000.

L. L. Adams, manager of the Metropolitan Life in Kansas City, is one of the candidates for councilman-at-large in the coming city election. The city has a new charter, and the new officers have much larger power than heretofore. Mr. Adams has been a councilman in this city before. He is one of the most public spirited men in the city, and has been identified with the movements that have tended to make the city grow and prosper.

LIFE AGENCY CHANGES

AETNA'S CHANGE AT DETROIT

New General Agency Firm of Edwards & Baker Will Succeed R. H. Macauley, Retired

The appointment of R. S. Edwards, secretary of the group life department, and E. W. Baker of Detroit as general agents of the Aetna Life at Detroit is announced by Vice-President Kendrick A. Luther. The new firm of Edwards & Baker will succeed R. H. Macauley, retired.

Mr. Edwards is a native of Massachusetts, and has been in the service of the Aetna Life for ten years. He began his insurance career with the company two years after graduation from Dartmouth. Having a particular interest in group insurance, he entered that department at Hartford and two years ago was



Main Entrance to the Magnificent New Home of The Lincoln National Life

Practical Prosperity

The Salary Savings System offered by The Lincoln National Life is demonstrating the value of an easy plan for making premium payments.

Under the Salary Savings System the employer deducts the monthly premium on any form of Lincoln National Life policy from the pay of the employee. Individual policies are issued and with certain restrictions it is conducted on a non-medical basis.

It offers an easy way for the employee to make his life insurance deposits. It fits in perfectly with his monthly budget plan for providing other necessities.

The Salary Savings System is so simple and yet so helpful to the agent that it furnishes another substantial reason why it pays to

LINK UP WITH THE LINCOLN

The

Lincoln National Life Insurance Company

"Its Name Indicates Its Character"

Lincoln Life Building Fort Wayne, Ind.

More Than \$360,000,000 in Force



Empire Mutual

Life Insurance Company of the United States

KANSAS CITY, MISSOURI

Life Insurance for a Greater Number



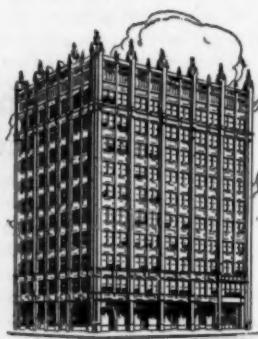
The scope of National Life service is evidenced by the number of applications received from the uninsured which average about 50% of the total. It is further evidenced by the fact that under 40% of the policies becoming claims the insured carried no other insurance.

A National Life Contract offers the opportunity for increased earnings through selling more insurance to more people. Top contracts available in choice territory.

National Life Association, - Des Moines, Iowa

FOUR YEARS YOUNG

Our Business in 1924



New Home Office Under Construction

Income \$608,000.....	Gain 13+%
Assets over \$1,100,000.....	Gain 25+%
Capital and Surplus over \$358,000	Gain 14+%
Savings in Mortality \$73,000 or ...	66 %

We have paid to our Policyholders or their beneficiaries since our organization started—\$202,476.15.

SALESMEN WANTED

Minnesota, Iowa, Nebraska, Missouri, Kansas, Arkansas, and Oklahoma

NATIONAL RESERVE LIFE INS. CO.

GEO. GODFREY MOORE, President
Topeka, Kansas

THE MUTUAL LIFE

The Mutual Life Insurance Company of New York has a record of EIGHTY-TWO YEARS of prosperous and successful business. It has passed through panics, pestilence and wars unharmed, and to-day, as a result of eight decades of endeavor, offers financial strength, reputation, magnitude, leadership, and life insurance service.

Those considering life insurance as a profession are invited to apply to

**The Mutual Life Insurance Company
of New York**

34 Nassau Street, New York

A test book for beginners, a review book for experienced men, a book that every life insurance man should have—Jacob A. Jackson's "Many Lessons in Life Insurance," \$1.50, including Quiz Book supplement. The National Underwriter, 1363 Insurance Exchange, Chicago.

made assistant secretary. In February of this year he was promoted to a secretaryship.

Mr. Edwards has participated in the growth of the group department to the extent of witnessing and to a large extent promoting its increase more than five fold within as many years. One of the most notable campaigns he has managed was the signing up of some 50,000 employees of the Northern Pacific railroad when the Aetna Life issued a \$50,000,000 policy to the road last summer. It was the largest group life case ever written up to that time.

Mr. Baker is a son-in-law of Mr. Macauley, the retiring agent. He is a graduate of Yale, and has been with the Aetna Life for seven years, going with the company immediately after leaving college. He was recently congratulated upon having written \$1,000,000 of business since last January.

SCOTT WITH INTERNATIONAL

Texas Commissioner Resigns As of Oct. 1 to Join Texas State Agency

John M. Scott, insurance commissioner of Texas, who is resigning as of October 1, will become associated with the International Life. He will be connected with the Texas state agency



JOHN M. SCOTT

under H. A. Wittliff, manager. Judge W. K. Whitfield, president of the International Life, who is attending the insurance commissioners' convention, made the announcement. Tuesday noon President Whitfield gave a luncheon for Judge Scott which was attended by many of the insurance commissioners.

Stephen B. Huff

Stephen B. Huff has been appointed general agent of the Mid-Continent Life at Dallas, Tex. Mr. Huff is a veteran life insurance man, and has been with the Mid-Continent Life for several years. He has been located in Oklahoma until his recent transfer, and now returns to his native state. He had previously sold insurance and done organization work all over north Texas, which territory he will now develop.

MILLER MADE UTAH MANAGER

Bankers Life of Nebraska Also Announces Agency Appointments in Several Other Places

A. P. Miller of Salt Lake City has been appointed district manager for the state of Utah for the Bankers Life of Nebraska. Mr. Miller is a graduate of the L. D. S. University of Utah and has also taken special courses in the University of Utah. He was athletic director of the L. D. S. University from

1912 to 1916 and has conducted his activities in athletic work since that time. His insurance experience includes office manager and cashier for the Kansas City Life at Salt Lake for several years, after which he engaged in the selling of insurance with unusual success.

Other recent appointments are: H. T. Chouinard, Chicago; L. B. Fairburn, Spokane, Wash.; Louis G. Fowles, Ogden, Utah; N. G. Inskip, McMinnville, Ore.; L. A. Patton, Marion, Ia.; J. L. Van Meter, Freeman, Mo.; E. T. Jeffries, Harvard, Neb.

R. J. Hurka

The Northwestern Life of Omaha announces the appointment of R. J. Hurka as general agent for eastern Iowa with headquarters at Cedar Rapids, Ia. Mr. Hurka was formerly with the National Cash Register Company.

Grant A. Sharpe

Grant A. Sharpe has joined the St. Louis office of the Mutual Benefit Life. For several years he was connected with the St. Louis office of the Northwestern Mutual and for two years was with the Massachusetts Mutual in Indianapolis. He was also with the Phoenix Mutual. He has had a varied experience in all branches of the life insurance business.

William B. Mason

J. Everett Hicks, state manager of the Union Mutual Life of Maine for Massachusetts, announced this week the appointment of William B. Mason as associate manager of the Boston agency of the company. Mr. Mason was formerly state supervisor in Connecticut for Connecticut Mutual Life. He is a native of Milton, Mass., attended Horace Mann school in New York, the Gunnery school in Connecticut and Harvard University and was in the army. He has had experience in investment houses and was first with the Connecticut Mutual Life at Waterbury in 1921.

Silas P. Bearden

Silas P. Bearden has been appointed general agent of the Atlas Life at Kansas City. Mr. Bearden, in addition to being a splendid personal producer, has managed agencies for the Minnesota Mutual and the Massachusetts Mutual.

Snyder Brothers

The Snyder Brothers general insurance agency of Louisville, Ky., has established a life insurance department and has closed a general agency contract with the Berkshire Life. Allison Graves, formerly with the Union Central Life and previously one of the officials in the Louisville territory of the American Tobacco Company, has been placed in charge of the new life department. Mr. Graves is one of the best known life insurance men in Louisville and is very active in civic affairs.

Application has been made to enter the company in Tennessee, to be supervised from the Snyder Brothers office, which controls both Kentucky and Tennessee.

Stanley M. Merrill

The Guardian Life has appointed Stanley M. Merrill manager for Connecticut with headquarters at Hartford. Mr. Merrill was formerly field assistant at Hartford for the Equitable Life and is well known in that city.

R. A. Van Alst, Jr.

Fred H. Rhodes, president of the Berkshire Life, has announced the organization of a new general agency for that company in New York and the appointment of Robert A. Van Alst, Jr. as general agent. Mr. Van Alst was formerly with the Ives & Myrick agency of the Mutual Life, with which he has been associated for 27 years, starting as an office boy. In 1904 he was sent to Chicago to open a branch office, but returned to New York three years later.

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He joined the Ives & Myrick agency in 1910 and has made a record in personal production.

A. C. Davis

The Equitable Life of Iowa has opened a new office at Huntington, W. Va., appointing A. C. Davis agency manager. Mr. Davis was superintendent of schools at Williamson, W. Va., for several years previous to entering the life insurance business. He moved to Huntington some years ago, and since then has been very successful in selling life insurance.

Frank C. Zard

Frank C. Zard of Burlington, Ia., a young Aetnaizer who produced \$1,250,000 last year, has been placed in charge of the new Cincinnati district of the Aetna Life. This district was formerly included in the Toledo territory, but due to the many business interests of Gen-

eral Agent William Ford of Toledo, his territory has been reduced and the Cincinnati district made separate.

H. B. Nutting

H. B. Nutting of New York has been appointed an aide to W. R. Harper, general agent in Philadelphia for the Aetna Life. Mr. Nutting will assist in the handling of the "Budget Volume." Mr. Nutting was formerly with the Hart & Eubank agency, New York.

H. E. Moen

The appointment is announced of H. E. Moen, formerly of Minnesota, as general agent for the Jefferson Standard Life with offices at 702 American National Bank building, Oklahoma City.

Life Agency Notes

L. K. Millis, formerly with the Union Central, has become representative of the Berkshire Life at Ashland, Ky.

EASTERN STATES ACTIVITIES

MEETING OF MARSH AGENCY

Leading Producers Are Entertained at Three Day Conference for Study and Recreation

About 40 of the leading agents of the John S. Marsh general agency for the Northwestern Mutual Life in northeastern Ohio recently assembled at Clear Lake Camp, Mich., for a three days' session of study and recreation as the guests of General Agent Marsh. Three study periods each day were carried through and every agent was present at each one.

The home office was represented by M. H. O. Williams, assistant superintendent of agents, and H. R. Ricker, assistant secretary. Mr. Williams conducted the morning meetings and Mr. Ricker, the afternoon. The theme throughout was "Service to Policyholders." The evening sessions were of a general nature. General Agent M. L. Woodward of Detroit devoted his address to "Field Work." General Agent Parsons of Toledo, who had been expected, was unavoidably detained and sent his greetings and best wishes. The success of the meeting was so apparent that it has practically been determined to make it an annual affair.

A beautiful brief case was presented to General Agent Marsh at the close of the meeting as a visible expression of the appreciation of his field force.

Associates Honor Witten

In commemoration of the 10th anniversary of Laurence C. Witten's service with the Cincinnati agency of the Massachusetts Mutual Life, his associates tendered him a surprise dinner Saturday evening. In addition to his own local force, officials from the home office, en route to their annual convention at French Lick, stopped off to join in the celebration. Among those from the home office who joined in the general tribute to Mr. Witten were Henry Loeb, vice-president; Joseph C. Behan, superintendent of agencies; Dr. Morton Snow, medical director; Alexander T. MacLean, actuary.

A testimonial of appreciation was presented to Mr. Witten, followed by an anniversary gift of a chime office clock from his associates, after which each speaker in turn reviewed the rapid growth of this agency under his guidance. Since 1915 the volume of business written has multiplied almost 15 times.

Ohio State's New Campaign

To commemorate its removal into its new home office building about Dec. 1, the Ohio State Life has made plans for another special campaign for new business, to be known as the "New Home Campaign." It will cover the period from Oct. 1 to Nov. 30, and the goal will be \$5,000,000. The field forces of

the Ohio State Life recently closed a campaign which they originated and carried out themselves without the aid of the company's officers. The goal was \$7,500,000 and more than \$8,100,000 of new business was sold. This campaign was managed by a committee composed of D. F. Shafer, Mansfield; George Hayden, Newark; O. N. Young, Lima; R. E. Boller, Dayton.

This campaign showed that the agents of the Ohio State Life could do, it is declared, and the new campaign, marking as it will the removal of the company into its handsome new home, is being looked forward to by officers and field forces of the company with a great deal of interest. The former campaign was planned in honor of President John M. Sarver and in commemoration of the company's 19th anniversary.

Honors Big Ohio Producers

President Arthur F. Hall of the Lincoln National Life went to Akron, O., Sept. 12 to present in person the two bronze plaques won by the C. E. Way agency of Akron, and the Ray F. Warnock agency of Canton for the largest volume of per capita business for agencies in their group during the Hall Month drive last May. The presentation was made at a banquet attended by 125 representatives from the Lincoln National Life agencies of Cleveland, Youngstown, Canton and Akron.

President Hall spoke at some length on the ideals of the Lincoln Life organization and expressed his satisfaction in the way those ambitions of the company are being carried out. Other speakers on the banquet program were D. C. Rybolt, mayor of Akron, and Rev. John I. Wean, pastor of the Woodland M. E. Church.

At the agency meeting in the afternoon, speakers were A. L. Dern, superintendent of agencies; H. H. Miller, Mansfield; Ray F. Warnock, Canton; F. W. Wheale, Niles; T. M. Jones, Youngstown; F. H. Bolhagen, Cleveland; R. H. Gow, Massillon, and S. A. Bardwell, Cleveland.

Gem City to Take Capitol Life

The Ohio department has been petitioned to approve the transfer of the Capitol Life of Columbus to the Gem City Life of Dayton. The petition will come up for hearing before the governor, attorney general and superintendent of insurance Oct. 3. Policyholders and others interested have been notified to enter any protest they may have at that time. The Capitol Life, according to its report for 1924, had capital of \$100,000; surplus, \$21,780; admitted assets, \$158,925; liabilities, \$36,375; premium income, \$30,319. It has more than \$1,000,000 of business in force. H. E. Romer is president of the company and F. W. Mecklenburg secretary.

Your Part

You as an individual have a big part to play in the conservation of business. You have the power to make or unmake the business. You are the human link who can bind together policyholder and company. Greater conservation will be made with every man doing his full share with a whole-hearted desire to serve and this combined effort must necessarily result in greater service and, consequently, greater appreciation.

Do not overlook the major service to be rendered in the last call when, with claim check in hand, you stand ready to place it in the possession of the little woman in black who will so much need the assistance which its few words and its figures spell.



The Prudential
Insurance Company of America
EDWARD D. DUFFIELD, President
Home Office, Newark, New Jersey

Springfield Life Insurance Company

A MUTUAL LEGAL RESERVE LIFE INSURANCE COMPANY
HOME OFFICE: SPRINGFIELD, ILLINOIS

AGENTS WANTED

- We offer to Agents who CAN—
 (1) Liberal first year commissions
 (2) Liberal renewals—thus insuring a permanent income
 (3) Actual—not promised—home office co-operation
 (4) Large actual prospect lists

Business in Force \$80,000,000

George Hawkins Supt. Agencies A. L. Hereford, President
Springfield, Ill. Springfield, Ill.

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ues, etc., Calculated. Valuations
and Examinations Made. Policies
and all Life Insurance Forms Pre-
pared. The Law of Insurance a
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Actuarial Service Insurance Publicity
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CONSULTING ACTUARY
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CONSULTING ACTUARY
Hubbell Building,
DES MOINES, IOWA

MR. AGENT!

Do you care for QUALITY,
not SIZE? Age, Sound Experience,
Low Cost, a Splendid Record for over 67 years?

Then why not take
a General Agency for

**THE ST. LOUIS
MUTUAL LIFE**

OUR AGENTS AND POLICY HOLDERS
STICK! WRITE THE HOME OFFICE

A PROFITABLE PARTNERSHIP
exists between this Company and its agents. The Head Office furnishes a lead service which permits agents to interview prospects known to be interested. A steady, healthy growth in the Company's business is reflected in the increased earnings of its agents.

Fidelity is a low net-cost company operating in forty states. Full level net premium reserve basis. Over Three Hundred Million insurance in force—and growing rapidly.

A few agency openings for the right men.

**FIDELITY MUTUAL LIFE
INSURANCE COMPANY, PHILADELPHIA**
Walter LeMar Talbot, President

MISSISSIPPI VALLEY

ILLINOIS HANDBOOK IS OUT

Complete Insurance Information on
State Contained in New Publica-
tion Just Issued

The fourteenth biennial edition of the Underwriters' Handbook of Illinois, published by THE NATIONAL UNDERWRITER, came from the press a few days ago and is now being delivered. It gives a complete listing of all of the various classes of companies and insurance interests, including automobile reciprocals, Lloyds, mutuals, organizations, and other valuable lists. Outside of the city of Chicago there are 431 pages giving the agents with all of their companies in alphabetical order by cities and towns.

A special department in the back of the book gives the Chicago agents, associations and adjusters. This special Chicago department is of great benefit to agents who are affiliated with or work under the jurisdiction of one of the many Chicago branch offices. On the other hand, a complete list of company representation outside of Chicago makes this book valuable to the various Chicago insurance and allied interests. On the whole the book is remarkably complete and contains an immense amount of information which is essential to anyone interested in the companies and agents operating in the state of Illinois. The book is up to the usual standard of THE NATIONAL UNDERWRITER handbooks and sells for \$7.50 per copy.

Kansas City Class Organizes

The Class of 1925 of the Pittsburgh University school held in Kansas City under the auspices of the Life Underwriters Association of Kansas City has organized and elected its officers. They are as follows: President, Frank Masden, Kansas City, Mo.; Connecticut General Life; vice-president, C. E. Sprague, Lathrop, Mo.; Bankers Life; secretary, Mrs. Martha H. Gaiser, Kansas City, Union Central Life; treasurer, H. E. Kincaid, Kansas City, Connecticut Mutual Life.

A get-together meeting was held Tuesday night by the class and the former graduates of the school. A banquet was followed by entertaining and inspirational features, which included an address by Dr. Charles J. Rockwell, the officers of the class and the alumni, and short talks by others. The Class of 1925 numbers about 60 members.

Two Companies Enter Iowa

The Union Reserve Life of Omaha and the Old Line Insurance Company of Lincoln have been licensed to transact business in Iowa.

Nebraskans at Commissioners Meeting

Eleven Nebraska insurance men accompanied Commissioner John R. Dumont to San Antonio to attend the National Convention of Insurance Commissioners. These were Fred E. Walt, John G. Maher, Charles E. Spangler, John L. Oeschger and Frank E. Helvey of Lincoln, and T. W. Blackburn, Dr. C. C. Criss, Harry Worrall, Fay Uehling and Bruce Young of Omaha. Mr. Blackburn is secretary of the American Life Convention and Mr. Young was formerly commissioner for Nebraska.

Research Bureau Members

The membership of the Life Insurance Sales Research Bureau continues to expand, and within recent weeks the application of the Manufacturers Life of Toronto and the New England Mutual have been received. These applications have been approved by the executive committee. The addition of these companies increases the membership to 82 companies in the United States and Canada.

IN THE SOUTH AND SOUTHWEST

TO OPEN ACTUARIAL OFFICE

**Fred D. Strudell Resigns as Vice-Pres-
ident of American Life of Dallas
to Work for Self**

Fred D. Strudell, who has been vice-president and actuary of the American Life Reinsurance of Dallas since its organization in 1919, has resigned to return to his former home in St. Louis, where he will open his own office as consulting actuary.

Mr. Strudell was active in developing the direct writing which the American Life, originally an exclusive reinsurance company, began to do in 1923. Though a young man, Mr. Strudell stands high in the insurance field and has a wide range of information and underwriting knowledge which should prove valuable to him in his actuarial work.

Finances Fraternity Homes

The National Savings Life is developing a unique business in Arkansas. It is financing buildings of various kinds, particularly fraternity and sorority houses, through the student bodies and the alumni. The first project was that of the Pi Kappa Alpha, a men's fraternity. This fraternity purchased a home for a total of \$21,000, which was advanced by the company. In return the fraternity sold a 20-year endowment policy in units of \$120 with a maturity value of \$240. A total of 175 units was sold. The payments are made at the rate of \$10 per month per unit and at the end of the first year the policy is fully paid up. The fraternity pays the premiums. After a lapse of 20 years \$240, the face of the policy, is paid to the insured, if still living, or paid to the estate at the time of the death of the insured. Following the success of Pi Kappa Alpha, Zeta Tau Alpha has undertaken to build a home on a similar plan at Fayetteville, to cost \$20,000.

American Mutual's Good Showing

The American Mutual Life of Lake Charles, La., had the largest production in August this year of any month since organization. The results for August showed paid for business of \$530,000, gain in insurance \$361,700. This company operates in Louisiana and Arkansas. W. B. Conover, vice president and general manager, is the active head of the company.

Group Assessment Reorganization

Group assessment life insurance associations in Oklahoma have been undergoing a reorganization since the enactment of the law by the last legislature, legalizing that type of insurance in the state. Six have completed their reorganization and have been licensed. They are the Oklahoma Union, Oklahoma City; American Benefit Circle, Muskogee; Damon Mutual Benefit, Oklahoma City; Oklahoma Aid Association, Oklahoma City; Oklahoma Benefit Life, Enid; Loyal Union Life, Muskogee; United Friends Society, Altus. Applications are pending from the Peoples Mutual Life, Oklahoma City; Home Benefit, Broken Bow; Ardmore Mutual Life, Ardmore, and American Mutual, Oklahoma City, which are new companies; and the Ozark Mutual Life, Mena, Ark., under reorganization. Two

group assessment organizations change to the stipulated premium plan.

Blind Life Agents in Virginia

The Penn Mutual is not the only company operating in Virginia which has a blind person soliciting insurance for it. It was announced recently that William Holman Jennings, a blind lawyer, had joined the sales staff of the Diggs & Cary general agency of the Penn Mutual at Richmond and was believed to be the only blind life insurance salesman in Virginia. It now develops that the Richmond general agency of the

Raymond T. Smith, Vice-President, A. M. Best Co., 10 S. La Salle St., Chicago, Ill., wishes to interview several live wire salesmen regarding a position of importance. Please telephone Main 4140-4147 for appointment.

AGENTS who can SELL as well as WRITE

Can always be given an interesting proposition, much territory still awaiting capable representatives. Your inquiries will have consideration.

UNION MUTUAL LIFE INSURANCE COMPANY

Portland, Maine

ATTENTION! Home Offices
General Agent wants Opportunity to demonstrate ability in Supervision of Agents, Training School management, 30 years experience as Agent and General Agent. Wish to discontinue field solicitation but wish position where general all round sales and insurance experience can be utilized.

Address P-24
Care THE NATIONAL UNDERWRITER



Stephen M. Babbitt
President

Hutchinson, Kansas

Eureka-Maryland Assurance Co.

OF BALTIMORE, MD.

Incorporated Under the Laws of Maryland, 1883

WE ISSUE

Standard Ordinary and Industrial Policies

J. C. MAGINNIS, President
J. BARRY MAHOO, Vice-President

J. N. WARFIELD, Jr., Secretary-Treasurer
Dr. J. H. IGLEHART, Medical Director

Montgomery Life of New York has had a blind man soliciting insurance for it since December, 1924, and a blind woman selling insurance since March, 1925. Both these appointments were made by Eldon D. Wilson, Virginia superintendent of agents, who is on the board of the Association for the Blind in Virginia.

Oklahoma Faculty Entertained

The faculty of the school of life insurance salesmanship being conducted at Oklahoma City under the auspices of the Oklahoma Association of Life Underwriters has been the recipient of a number of social attentions during the past week. A. D. Englesman, of the Englesman & Goldstandt agency for the Equitable Life, and Mrs. Englesman entertained the members at dinner Thursday night, in honor of their nephew, Ralph Englesman of New York, who is on the faculty. The general agents of the city entertained them at luncheon at the Oklahoma Club and Friday night the school gave a picnic at Spring Lake, concluding with an informal dance. As an introduction to the latter event, the Oklahoma students defeated the Texas students in a game of baseball.

Suits on War Risk Insurance

Three suits against the United States government for recovery of war risk insurance were filed in federal court at Dallas, Tex., this week. The suits are for \$10,000 each and the outcome of the litigation will shape the destinies of some 1,000 similar cases in this district. The plaintiffs in the suit claim they were disabled permanently in the war and that as permanently disabled veterans their war risk insurance, taken in the regular way, could not lapse as is claimed by the government. Another suit is filed by the widow of a soldier who died of a disease said to have been contracted in France. He died after being discharged from the service.

PACIFIC COAST

SPEAKS BEFORE FIRE AGENTS

C. W. Helser Tells California Association of the Great Opportunities for Satisfaction in Insurance

Charles W. Helser, president of the Western National Life, was a speaker at the annual meeting of the California Association of Insurance Agents this week. Mr. Helser was at one time engaged in the general insurance business as a local agent, later giving his entire time to life insurance. He is enthusiastic about all forms of insurance as a satisfactory business not only for providing an adequate living, but also for giving opportunities for service. He said that the insurance business fills the fundamental need of any vocation, that of providing a living, but this end can be realized only by the application of hard work. The agent, whether a fire insurance or life insurance agent, must get out and hustle for his business if he is to get his share.

Opportunity for Service

There is also another advantage to insurance of any kind. It affords unlimited opportunity to serve the public. This rendering of service lends an enjoyment to work and without it the work becomes perfunctory and dead. Mr. Helser said that the knowledge that he was rendering to his clients a better and a finer service would fill him with an urge that would demand of each day a better day's work than yesterday's.

He told of a successful local agent to whom he had talked for the purpose of getting him to establish a life insurance department in addition to his other lines. This agent was enthusiastic about insurance. He said that each day he feels that the people need him just as he needs them, and that in sickness or

accident, or when the fire fiend breaks loose, he then comes to repair the loss. In speaking of the new life insurance department that he was establishing, he said that it would offer an opportunity to visit his clients with the means of keeping the family together when death takes the husband. It seemed to him a great opportunity for his service and all the more marvelous because he was getting paid for doing it.

TAGGART IS CLUB PRESIDENT

Results of Year Are Announced at Convention of Western States Life at Coronado

CORONADO BEACH, CAL., Sept. 16.—At the annual meeting of the \$100,000 Club of the Western States Life it was announced that Grant Taggart is club president this year, with a paid for production well in excess of \$1,000,000. Mr. Taggart has been a member of the \$100,000 Club every year for the ten years that he has been in the life insurance business, being president once and vice-president three times. R. M. Lawrence of the Golden Gate branch at San Francisco and Sam Sadowski, retiring president, who is a member of the home office agency, ran very close second to

If You Demand Modern Methods

—then it's



The Reinsurance Life
Des Moines

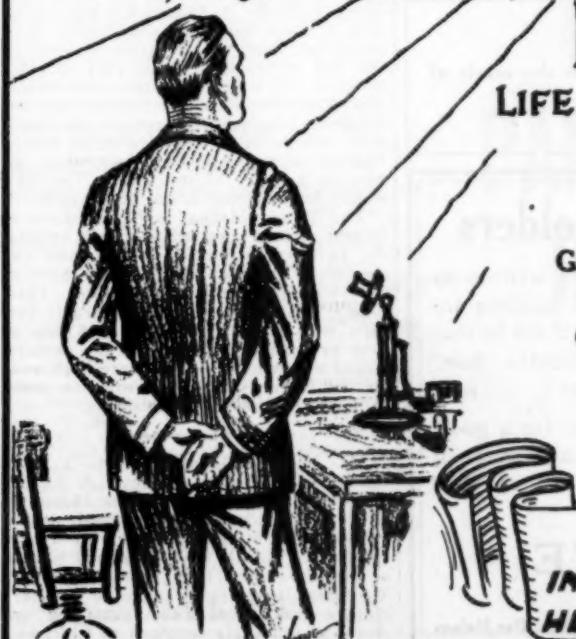
OPPORTUNITY

THE YOUNG MAN
Who has made good in
the Insurance Field
aspire to an Agency
of His own ~~~~

**AN
AGENCY
OF
MY OWN**

THE PROVIDENT
LIFE AND ACCIDENT INSURANCE COMPANY
OF CHATTANOOGA TENN.
FOUNDED IN 1887

Ordinary Life Insurance
Group Disability and Group Life Insurance
Accident and Health Insurance
On The Commercial, Monthly Premium
And Pay-Order Installment Plans



DOMINANT!!
IN OUR TERRITORY IN THE
HEALTH AND ACCIDENT FIELD

MUTUAL TRUST LIFE INSURANCE COMPANY Of Chicago

- One Hundred Millions of insurance in force.
- Purely Mutual.
- Strictly full level premium legal reserve.
- Issues regular policies from ages 10 to 65.
- Writes a special Business and Professional Men's Policy.
- Issues a special Ordinary Life with many attractive conversion options.
- Writes Child's Endowments at all ages.
- Offers an attractive Income Bond Policy.
- Grants a new Disability clause, which is a winner.

For Agency Openings, Address the Home Office,
The Chicago Temple Building, Chicago, Illinois

1846

1925

Policyholder's Comment:

"That four generations, my father, the writer, his sons, and a grandson carried policies in the Connecticut Mutual . . ." is "testimony to the high standard of service rendered by the Company and the honorable and courteous treatment received from its representatives."

A Policyholder's Company

THE CONNECTICUT MUTUAL LIFE INSURANCE COMPANY

HARTFORD

CONNECTICUT

POLICY LOANS CAUSE LAPSES

Have You found a way to stop this waste?
Our plan IS saving millions for many Companies and is the result of twenty-two years of careful research and experience.
THE OTIS HANN COMPANY
18 So. La Salle St. Chicago, Illinois



Satisfied Policyholders

More than 67% of all insurance written by this company since 1867 is still in force today. What better evidence could there be that policyholders appreciate the "golden rule" service of Iowa's Oldest Company?

Men desiring to become agents for a good, old line company will realize the advantage of a contract with this company of satisfied policyholders.

EQUITABLE LIFE INSURANCE COMPANY OF IOWA

Founded: 1867

Home Office: Des Moines

Mr. Taggart. Mr. Taggart works the rural districts of Utah.

The club during the three days' session was celebrating the achievement of the company, which recently passed the \$100,000,000 mark of insurance in force. About 150 members and guests attended the convention which was one of the greatest in the company's history.

Sales Course at Denver

Beginning Oct. 1, a new course in principles and salesmanship of life insurance will open at the Denver Y. M. C. A., under the auspices of the Colorado Association of Life Underwriters and the Denver Institute of Technology.

The state underwriters organization appointed a cooperating committee to obtain an instructor and a corps of special lecturers, experts in various phases of the business. This committee is composed of Curt A. Schroeder, Northwestern Mutual; James H. Cowles, Provident Mutual; Harry A. Hunsaker, Travelers; Sanford Stewart, Capitol Life, and ex-officio members are Isidore Samuels, president, and Ralph F. Taylor, secretary of the state life underwriters organization.

Russell F. Burton, special representative of New England Mutual, is the instructor in charge of the course. He is a graduate of the University of Indiana and has had special training in the agency school conducted by his company in Boston.

Million on Movie Magnate

What is said to be the largest policy ever written by a Los Angeles company on the life of a Los Angeles resident is being issued by the Great Republic Life to Richard Thomas, president of Richard Thomas Productions, Inc. It is

for \$1,000,000 and the producing company is the beneficiary. Mr. Thomas, who has announced a program calling for eight pictures a year, each to cost \$100,000, is known in the motion picture industry as the producer or director of 27 pictures. Estelle Taylor, Kathryn McGuire, Rod LaRocque and Carmel Myers have starred in his past productions.

Western States Sets Record

The Western States Life continues to pile up new records. More business was paid for in the first eight months of 1925 than during the entire year 1924, while August was the biggest month in the point of paid business in the history of the company with a gain of \$1,657,622 over the previous paid record month. In written business August established a new record for the eighth month of the year, in addition to showing an increase of \$1,103,197 over August, 1924.

Special Salary Deduction Department

On Sept. 1 the Baker & Moore agency in Los Angeles of the Pacific Mutual Life established a salary deduction department for the handling of insurance on this plan, under the management of J. R. Barcome. With a staff of three men specializing on business of this character, 52 applications aggregating \$72,000 of new insurance were written the first four days that the new department has been in active operation. It is understood that this success which has been experienced in Los Angeles will lead to the formation of a similar department in the San Francisco branch office as soon as the necessary details can be arranged.

IN THE ACCIDENT AND HEALTH FIELD

HAS LARGE NON-CAN BUSINESS

Chicago Agency of Pacific Mutual Life
Specializes on Policies of This Permanent Type

W. A. Miller of Miller & Miller of Chicago, managers of the accident and health department of the Pacific Mutual Life, is a veteran accident and health business producer and agency manager. He states that the new production of his office is about 60 percent non-cancellable accident and health. The lower commissions on the non-cancellable plan did not appeal to the general insurance brokers at first, although the scale followed is similar to that in life insurance. The average accident and health producer has been in the habit of getting the full commission each year on the renewal. Under the non-cancellable plan, the companies pay 7½ percent as a rule on renewals. Of course, the business renews right along without much trouble as a person does not want to give up a policy of this kind. The difficulty in collecting is not very great.

The Pacific Mutual will only write a benefit of \$100 a month if a man selects the two weeks waiting period, and on condition that he take another \$100 a month on a longer waiting period. This policy, Mr. Miller explains, is largely for men who have an income of \$5,000 a year or more. It appeals to the professional man whose earnings are high and to the larger salaried persons or men in higher positions in business.

Case Shows Need

Mr. Miller calls attention to a case that developed in his agency. A doctor connected with Michael Reese Hospital in Chicago underwent a thorough medical examination and passed with flying colors. A month later bronchial pneumonia developed that prostrated him. He found it necessary to go to another climate and stayed away some ten or eleven months. He returned to Chicago, took up his work, but incipient tuber-

closis developed. He has now been compelled to give up his practice. Therefore, the Pacific Mutual is paying him \$500 a month inasmuch as he is totally disabled. His expectancy is 20 years.

Can't Provide Funeral Benefit

SAN FRANCISCO, CAL., Sept. 15.—Health and accident policies providing for the payment of a funeral benefit expense in cases other than through death resulting from "traveling or general accidents" may only be issued by a company authorized to write life insurance in California and may not be issued by any company solely qualified to do accident insurance, according to a ruling of Attorney General Webb. The ruling was issued in reply to an inquiry from Commissioner Detrick in which he stated that a certain casualty company licensed to write accident and health insurance is attaching to its policies a rider providing for the payment of a funeral benefit expense in case of death through sickness or disease.

Mutual Benefit's California Rally

The Mutual Benefit Health & Accident of Omaha has just completed an agency conference with its California general agents. It is estimated that California will produce more than \$1,000,000 in premiums this year. This will be an increase of over \$200,000 from last year.

Promote Aulbach and King

The Fidelity Life & Accident has announced the promotion of Edward H. Aulbach and William E. King, two well known local insurance men of Louisville, to the joint management of the Detroit district. The new office will be opened Sept. 21. The Fidelity Life & Accident has now entered five states within the past two years.

Oil Stations Offer Policies

LANSING, MICH., Sept. 14.—The Arrow Oil Company is offering an insurance scheme to patrons whereby regular users of oil may obtain \$1,000 travel-accident policies, issued by the Inter-Ocean Casualty, through the National Placing Agency of Pittsburgh, for 80 cents. Provisions of the scheme are that patrons

purchase sufficient oil and gasoline to "punch out" the equivalent of 50 gallons of the latter on special application cards issued at the stations, the patrons

then filling out their cards and mailing them with 80 cents to the placing agency. The blanks are similar to those used for newspaper policies.

NEWS ABOUT LIFE POLICIES

New Policies, Premium Rates, Dividends, Surrender Values, and all Changes in Policy Literature, Rate Books, etc. Supplementing the "Unique Manual-Digest" and "Little Gem," Published Annually in May and April respectively. PRICE, \$3.50 and \$2.00 respectively.

AETNA INCREASES DIVIDENDS

More Liberal Scale in Participating Department and Higher Interest Rates on Funds

The Aetna Life has announced the adoption of an increased dividend scale for 1926 in its participating department. The increase in dividends varies according to the plan of insurance age at entry and duration of policy, but is represented approximately by an increase of \$1.75 per \$1,000 of insurance. It involves an increase in total dividend disbursements for the year of approximately 22½ percent.

This is the second increase in its dividend scale announced by the company within two years and with the low rates for participating insurance it results in an exceedingly low net cost for participating policy holders. Heretofore the company has allowed 4½ percent interest on dividends left to accumulate with the company and upon the proceeds of death claims between the day of death and the actual date of settlement. This rate of interest of 4½ percent is raised to 4.8 percent for 1926.

The company also allows excess interest in its non-participating department in connection with the payment of the proceeds of insurance in instalments instead of in one sum. The excess of 4.8 percent over the legal valuation rate of 3½ percent will be allowed in 1926 instead of the excess of 4½ percent over the legal rate as heretofore.

Examples of the new dividends under the new dividend scale for 1926 are to be given for the ordinary life, 20 payment life and 20 year endowment plans for specimen ages with a comparison of these dividends with the dividends that had been paid in 1924 and 1925.

International Life

The International Life has announced its entrance into the non-medical monthly salary deduction plan. Groups of applicants under a common employer can purchase regular forms on the whole life participating, 20 pay life participating and 20 year endowment participating plan; the premiums to be deducted from their salaries by the employer and paid directly to the company. Amounts of policies will be from \$500 to the company's limit. Non-medical applications will be considered on the salary deduction plan in amounts of from \$500 to \$1,000 on applicants between the ages of 15 to 45. A minimum of 10 applicants will be required to put the salary deduction plan into operation. The company will also consider the issue of single policies not in connection with the monthly salary deduction plan, but on the monthly premium basis, but in all such cases the medical examination is required.

Mutual Trust Life

The Mutual Trust Life has announced that its new disability clause will be added to old policies other than term issued subsequent to Sept. 1, 1916, upon payment of the additional charge, subject to medical examination at the expense of the applicant. If new insurance of at least \$1,000 is applied for, the medical examination will be used without expense to the applicant as a basis for adding the new disability clause on old policies. When the assured has policies with disability provisions issued prior to July 1, 1925, and subsequent to Sept. 1, 1916, and applies for additional insurance with a disability benefit, it is requested that the old policies be changed so that the disability provisions will be uniform.

NEW RATES FOR CONTINENTAL

St. Louis Company Announces General Rearrangement—Takes Up Salary Deduction

The Continental Life of St. Louis has announced the completion of its new rate book for the life department. There is a general reduction of rates on all non-participating policies without disability protection. The C and D rates are changed and the company has eliminated the charge for double indemnity and surgical operations from those rates.

The C disability form covers waiver of premium and a monthly income of \$10 with a six months' waiting period. The D rate is similar with the exception that it has a three months' waiting period. The company will continue to issue a double indemnity policy. The standard rate is being reduced to \$1.50 a thousand while the surgical operation rider will be attached for \$1.25 per thousand and excludes operations for tonsillectomy.

The company is issuing several new policy forms. An income for life form will pay a monthly income after a certain age for the lifetime of the insured with a minimum number of months guaranteed. A 20-pay policy with guaranteed paid-up additions has been added. A new ordinary life policy will carry increased benefits. For instance it will pay \$200 cash instead of \$150 at the end of twenty years.

The rates for children's policies and the non-participating business policies, ordinary and 20-pay life are included in the new manual.

The Continental Life has also announced its new salary saving plan. Policies will be issued on any policy form excepting term and will cover disability, double indemnity, surgical operations and dismemberment. In order to come in on the plan an agent must secure at least five lives of a common employer for a total of not less than \$10,000 insurance. The minimum coverage on any person will be \$1,000. On amounts of \$2,500 or less under certain conditions no medical examination will be required. Without medical examination, however, it will be necessary to have at least ten lives covered. The age limit will be 50 years.

WITH INDUSTRIAL MEN

NEWS OF THE PRUDENTIAL

Some of the Activities of the Men Carrying the Rate Book in the Field

Luther W. Post, superintendent of the Brooklyn No. 2, N. Y., district of the Prudential, has completed 30 years of service.

A large number of friends of the late Wm. H. Wilkie, who died in New York City, met the train on its arrival in Toronto and accompanied the remains to Oshawa, Ont., where interment took place. The funeral service took place in St. Luke's Church, New York City. Mr. Wilkie was widely known in the United States and Canada, his occupation as special inspector for the Prudential company bringing him in contact with hosts of people in both countries.

Paul M. Smith, agent at Washington, Pa., is appointed assistant superintendent at Monongahela, Pa., to succeed Assistant M. C. Liggett, who has been ad-

Pan American Life Commercial Policy

The Pan-American Ordinary Life Commercial Policy has created more interest than any insurance policy we have presented to our Field Organization. This is evidenced by strong letters of endorsement received from many of our representatives and the tremendous volume of business written on this new form of contract.

Under the terms of this policy the premium for the first five years is not only very low, but after five years there is only a very small increase over the original rate. The illustration at age 35 given below fully explains this:

	Annual Premium	Total Premiums
First 5 years	\$14.42	\$ 72.10
Next 15 years.....	21.71	325.65
		\$397.75
Average annual premium for 20 years....	19.89	
Cash value at end of 20 years.....	287.68	
Annual net cost after deducting cash value at end of 20 years.....	5.50	

This illustration is presented simply to show the progressiveness of the Company and the character of service it renders to the Field Organization.

Pan-American service includes—

- Educational Course
- Individual Sales Planning
- Unexcelled Life Policies
- Substandard Insurance for Under-average Lives
- Child's Educational Endowment
- Group Insurance
- All Forms of Accident and Health Insurance

We have a few general agency openings for men who are not at present attached.

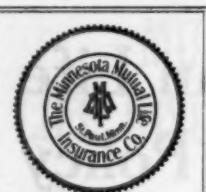
Address
E. G. SIMMONS
Vice-President and General Manager

PAN-AMERICAN LIFE INSURANCE CO.

NEW ORLEANS, U. S. A.

Crawford H. Ellis, President

This is the seventh of a series on our service to agents. If you did not see the others and are interested, write to us and we will be glad to send you copies.



OPENINGS AT
Boise, Idaho
Pocatello, Idaho
Rockford, Ill.
Springfield, Ill.
Fort Wayne, Ind.
South Bend, Ind.
Terre Haute, Ind.
Burlington, Iowa
Davenport, Iowa
Mason City, Iowa
Pueblo, Colo.
Denver, Colo.
Louisville, Ky.
Grand Rapids, Mich.
Great Falls, Mont.
Helena, Mont.
Missoula, Mont.
Columbus, Ohio
Dayton, Ohio
Springfield, Ohio
Amarillo, Texas
El Paso, Texas
Cheyenne, Wyo.
Roanoke, Va.

**"POOR RICHARD" said—
"All that glitters is not gold."**

Promises and Percentages may be made to "glitter"—BUT

The real gold that an Agency contract puts into YOUR pants-pocket is the real measure of that contract.

DURING 1924 THE RENEWAL INCOME PAID MINNESOTA MUTUAL AGENTS AVERAGED—

1. For Agencies less than five years old \$3,500.
2. For Agencies up to seven years old \$6,000.
3. For Agencies over ten years old \$25,000.

REMEMBER THAT'S JUST RENEWALS!

These men know how real gold glitters—and they know it paid them to get and keep an Agency contract that is Right.

On Agency Matters Address

O. J. LACY
2nd Vice-President

THE MINNESOTA MUTUAL LIFE INSURANCE COMPANY

ST. PAUL—"Where the Great Northwest Begins"

The Minnesota Mutual now a \$107,000,000 company

GENERAL AGENTS

capable of organizing and developing territory in

*Georgia
Kentucky
Michigan*

*Alabama
Texas
West Virginia
North Carolina*

are wanted by

Atlantic Life Insurance Company of Richmond, Virginia

If you are ambitious to build your own business with a Company which will assist you in realizing your ambition, apply at once to

WILLIAM H. HARRISON
Vice-President and Superintendent of Agencies

Honestly It's the Best Policy

vanced to the superintendency of the district.

The following agents were recently advanced to assistant superintendents: William J. Ellison, Racine, Wis., and Carl F. Strelitz, Minneapolis No. 2.

Assistant Superintendent Christ Christensen of Kenosha, Wis., is transferred in the same capacity to Racine, Wis.

Raymond H. Platt, Assistant superintendent of Stroudsburg, Pa., has been promoted to superintendent to assume charge of a new district to be opened at Tampa, Fla.

William W. Meekins, assistant superintendent at Cambridge, Md., recently wrote three ordinary applications for \$300,000.

Public Savings Changes

The Public Savings of Indianapolis announces the following recent changes in the field: Agent J. F. Tarkington,

NEWS OF LOCAL ASSOCIATIONS

TO PROTECT BENEFICIARIES

Cleveland Association Considers Plan, Following Address on Dangers Faced by Investors

CLEVELAND, O., Sept. 17.—A cooperative plan national in its scope, designed for the protection of life insurance beneficiaries, may be the outcome of suggestions placed before the Cleveland Life Underwriters Association at its first fall meeting last Friday by Edward L. Greene of New York, special representative of the Associated Advertising Clubs of the World. The plan advanced by Mr. Greene provides that information be placed in the hands of life insurance beneficiaries coincident with the payment of the death claim, acquainting them with the free consultation on investment service of the Better Business Bureaus throughout the country.

Insurance Men Have Duty

Details of the plan, which is being considered by the Cleveland life underwriters for adoption in the Cleveland district, have not been completed, but it would require the close cooperation of the Better Business Bureaus, the insurance companies and the underwriters' associations. Realizing that extreme tact would be necessary in carrying out the plan, the Cleveland life underwriters have appointed a special committee to give it careful consideration.

"We believe the insurance man's duty is not ended," said Mr. Greene, "when the company pays the beneficiary the sum of money due him, any more than the banker's duty is ended when he invests the savings deposit in some enterprise and returns interest and money on demand."

"Wild Cat" Schemes Described

"We believe the beneficiaries of insurance should realize at the time they receive the money that the wise thing to do before risking the money in any venture is to get sound advice. The insurance company should show the beneficiary how to obtain that advice."

Mr. Greene illustrated his talk by a comprehensive description of plans followed by crooked promoters in stock and "wild cat" schemes to defraud the public. He cited many interesting incidents of how the Better Business Bureaus had been able to save life insurance beneficiaries thousands of dollars through heeding the Better Business Bureau slogan, "Before you invest, investigate."

New Secretary Takes Office

The new executive secretary, J. S. Williams, was inducted into office at this meeting and made a very tactful but brief address following his introduction by President John York. Mr. Williams pledged his best endeavors to carry out the ideas and plans for the upbuilding of the organization, which

Muncie, Ind., promoted to superintendent at Indianapolis south; Superintendent B. Kannabey, Detroit 1, transferred to Gary, Ind.; Agent E. A. King, Detroit promoted to superintendent; Agent G. B. Ross, Dayton 2, promoted to superintendent; Agent I. M. Cox, Detroit 4, promoted to superintendent; Agent D. W. Gay promoted to superintendent at Detroit 4.

Globe Mutual's New Office

The Globe Mutual Life of Chicago has opened an office at Chicago Heights at 1645 Halsted street. Assistant Superintendent E. Malinowski is in charge.

Western & Southern Changes

Edward Hall, formerly assistant superintendent of Portsmouth, O., has been appointed superintendent of the Western & Southern in the Wheeling, W. Va., district.

Sioux City writers here talk of the claims western Mutual met in the fall of W. M. McRae Northwestern present from towns. Prudential Mutual Trust; Loyalty Mutual, Tr. constitute Albert Carr, the membe work was

Minneapolis, Minn.—The Minneapolis association will be well represented at the annual meeting at Kansas City late this month. A list of delegates is now being made up and it will include at least two women, according to present plans. The Minneapolis association will resume its meetings, after the summer recess, around Oct. 1.

Philadelphia, Pa.—Following the adoption of a number of changes in the by-laws of the Philadelphia association there will be an active campaign inaugurated to add to the membership. President Frederick G. Pierce, Connecticut General, has appointed a live committee to advise ways and means of conducting such a campaign. Edwin R. White, general agent of the Connecticut Mutual, will direct the activities of the committee. Associated with him will be A. B. Kelley, Equitable of New York; W. A. Worthington, Prudential; B. J. Woods, John Hancock; J. V. Harrington, Metropolitan; Benj. Freifelder, general agent, Scranton Life; O. F. Pfizenmaier, Penn Mutual, and F. W. Mook, Provident Life.

Los Angeles, Cal.—Following the usual summer vacation period, the Los Angeles association resumed its regular monthly gatherings Thursday evening. This is the first meeting since the election of new officers, and Charles E. Bent, the new president, presided. At the conclusion of association business an entertainment program was given under the direction of Kellogg Van Winkle, manager of the Equitable Life local agency. This was followed by an address on "The Master Salesman," by Ransom Stephens, educational director of the Farmers & Bankers Life, Wichita, Kan. The meeting concluded with an address on "Increasing Personal Efficiency Through Right Eating," by Walter Strong.

San Pedro, Cal.—A very interesting and enthusiastic dinner-meeting of the San Pedro branch of the Los Angeles association was held recently. Vice-President Allen Spencer presided and an entertaining program, both of musical numbers and addresses, was presented after the dinner. The principal speaker was Sam McCurdy, chairman of the board of directors of the Los Angeles association and agency supervisor of the Los Angeles branch of the New York Life. Mr. McCurdy's remarks were devoted to a discussion of the legal problems encountered in connection with the sale of business insurance, and also to an outline of the various angles of the California community property law in its relation to life insurance. After a presentation of the main points the meeting was thrown open to general discussion of the subject and the answering by Mr. McCurdy of questions dealing with the different phases which were

given consideration. J. H. Rudorf, assistant agency superintendent at San Pedro of the Northern Life of Seattle, also spoke briefly.

* * *

Kansas City, Mo.—The Kansas City association held a pre-convention meeting Thursday to give members an opportunity to learn of the plans for the National convention, from William A. Seale, personal representative of John W. Clegg, president of the National Association, guest of honor at the meeting. The local committee chairmen outlined the plans made by the Kansas City association as host to this convention.

The association of Kansas City is making a drive to get every life underwriter in the city in as a member of the association before the national convention. The special plan being worked out is to form a "convention class."

* * *

Urbana, Ill.—The Champaign County Association opened its fall season last week at a dinner meeting. Francis Gray, Frank Beach and N. L. Blanchard led the discussions on the general topic "Educational Insurance."

* * *

Sioux City, Ia.—Nearly 100 life underwriters heard a practical and inspirational talk given by Joseph J. Gallagher of the claim department of the Northwestern Mutual Life at the regular September meeting of the Sioux City association, the program being in charge of W. M. McKercher, general agent of the Northwestern Mutual. There were guests present from half a dozen surrounding towns. President W. D. Morton of the Mutual Benefit presided and announced the new executive committee of the local association, as follows: J. O. Brodeen, Provident Life, chairman; F. A. Tennant, Penn Mutual; Albert Carlson, Mutual Trust; Loyd Geddes, Mutual Life; Warren Mullhall, Travelers. These men will also constitute the entertainment committee. Albert Carlson was named chairman of the membership committee and publicity work was turned over to Hobart Brake of the Provident Life.

Mr. Gallagher showed the agents where the claim departments were of great assistance to them, affording the opportunity of giving prompt service and more aid to beneficiaries than the letter of the contract called for. "Time was," said Mr. Gallagher, "when many life insurance companies scrutinized all claims with a view to determining just how many they could afford to turn down. Now their every effort is bent toward immediate payment, where proofs appear clear. An agent should stress, not the amount of assets his company has, but the amounts paid out to bring assistance to others."

MEMPHIS TENDERS 1926 BID

(CONTINUED FROM PAGE 1)

of Kansas City general agents throughout the National Association. He has attended conventions for twenty years, has served on many committees, and has helped personally in association matters outside of official connections.

Starts as Cashier

He started in life insurance as cashier and has always been with the same office, the general agency here. He was a partner in the general agency of Hocker & Scott, after developing as a salesman, and became general agent about 20 years ago. He is a large personal producer, especially on large policies, and is distinguished in his service on corporation and partnership insurance.

He has always been a strong association man, ready to jump in and help where needed. He has filled every office in the local association having been president several years ago. He has a sound knowledge of life insurance which, coupled with his ability to make and keep friends and his eagerness to serve people, has made his business success substantial. Mr. Scott is now in French Lick Springs at the company's general agents' meeting, but his friends, knowing his good will and deep interest in association work, feel sure that he will accept the nomination.

M. W. Weber, one of the leading agents for Wisconsin and Northern Michigan, will soon be released from a Milwaukee hospital, where he has been confined for about a month following an operation.

"AMERICAN EXPERIENCE TABLE NOW OBSOLETE"

(CONTINUED FROM PAGE 1)

from 1919-23 it was only 57.8, and in 1924 it was 55.9. The table is as follows:

RATIOS OF ACTUAL TO EXPECTED MORTALITY

	5 YR. Aver. 1904-8	%	5 YR. Aver. 1909-12	%	5 YR. Aver. 1914-18	%	5 YR. Aver. 1919-23	%
Aetna	67.5	66.2	75.8	62.1	63.9	64.4	55.6	46.4
Conn. Mut.	77.7	73.9	68.5	56.6	54.1	54.6	52.0	49.6
Equit., N. Y.	82.0	81.6	79.9	60.0	54.1	52.7	56.8	47.4
Guardian	76.1	74.6	76.4	55.3	56.8	52.4	52.2	47.3
Home	73.5	67.1	72.3	56.8	57.3	52.9	50.0	45.6
Manhattan	76.8	83.5	90.7	70.8	73.3	62.7	52.0	45.5
Mass. Mut.	71.1	62.7	68.2	52.9	50.0	55.5	52.7	47.8
Mut. Ben.	71.1	63.4	63.9	52.0	51.0	52.7	51.0	47.8
N. Eng. Mut.	66.0	59.6	68.4	51.0	52.7	55.8	51.0	47.8
New York	76.1	76.0	76.5	63.2	60.5	56.8	51.9	47.5
N. W. Mut.	62.0	56.4	62.4	51.9	47.5	43.3	42.8	38.3
Pacific Mut.	62.3	60.7	69.7	52.8	59.3	52.6	52.0	45.3
Penn Mut.	65.8	72.5	77.7	62.6	59.3	54.5	54.5	49.4
Phoenix	66.3	67.7	68.9	54.5	54.5	48.6	49.3	42.6
Provident M.	55.3	53.3	55.7	49.3	49.3	52.1	48.9	42.6
Travelers	77.2	62.7	66.8	52.1	48.9	48.9	48.9	42.6
Union Cent.	61.5	57.6	64.7	56.1	50.5	50.5	50.5	42.6
United States.	93.1	87.4	80.7	80.3	85.5	85.5	85.5	85.5
Average	71.2	68.2	71.6	57.8	55.9	55.9	55.9	47.5

American Experience Poor Guide

"It can be seen from these figures that the American Experience Table is an extremely poor guide for the present day mortality," said Mr. Corcoran. "If these companies showed these percentages for each unit in the table, we could still get a fair idea of actual mortality from the table with very little labor, but they do not."

An investigation of the business of one of the largest companies in the above table shows the following percentages of actual to expected mortality according to the American Experience Table for the year 1923: At age 20, 17 per cent; at age 30, 21 per cent; at age 40, 33 per cent; at age 50, 50 per cent; at age 60, 72 per cent; at age 70, 67 per cent; at age 80, 119 per cent.

Reasons for the Change

"To summarize the situation, it seems to me that there are at least five good reasons why the American Men Table should be made the basis of net premiums and reserves.

"1. The present legal standards, based in general on the American Experience Table have entirely outgrown their usefulness and applicability. This point was particularly emphasized last May by James A. Beha, superintendent of insurance of New York, when he said in an address before the Chamber of Commerce of the United States that the saving in mortality has been so phenomenal during the last ten years, barring the years of the influenza epidemic, that the actuaries have been bewildered and are having their own problems. The American Experience Table of Mortality is obsolete."

"2. The American Men Table is the nearest approach to actual facts as regards present day mortality. This point, also, is quite generally conceded.

"3. The adoption of the American Men Table would do away with some of the objections to the gain and loss exhibit and would give a truer meaning to the various gains and losses appearing therein so far as they are affected by mortality standards.

"4. The adoption of this table would

A Record of Service

The year 1925 marks the seventy-fourth anniversary of the Massachusetts Mutual Life Insurance Company. Ever since 1851 this Company has furnished unexcelled life insurance protection at a low net cost and has maintained its record of unwavering loyalty to its policyholders. The years have brought wonderful growth and prosperity. To-day, as in the past, the whole personnel of the Company is imbued with the spirit of service, a spirit that permeates the entire activity of the organization.

JOSEPH C. BEHAN, Superintendent of Agencies

MASSACHUSETTS MUTUAL LIFE INSURANCE COMPANY

OF SPRINGFIELD, MASSACHUSETTS
INCORPORATED IN 1851

Attractive Agency Openings in Thirty-Five States

To Agents who are Master Masons we offer:



Liberal First Year Commissions—
Continuous Renewals — Real Home
Office Cooperation.

We issue all Standard Forms of Old
Line Legal Reserve policies to Master
Masons only—at Net Cost

Insurance in Force over \$185,000,000—
Assets over \$14,000,000.

ACACIA MUTUAL LIFE ASSOCIATION

WILLIAM MONTGOMERY, President

WASHINGTON, D. C.

CAN YOU QUALIFY

For a General Agency proposition in Missouri,
Minnesota or South Dakota, with a Company
which gives real service to its Agency force,
and under direct Home Office connection.

Des Moines Life and Annuity Co.

"The Company of Co-operation"

DES MOINES - - - - - IOWA

Whatever you have to say to Insurance men, you can do it more effectively through the advertising columns of The National Underwriter. One inch one column Want Ads are \$5.00 an insertion. Other rates on application.

National Underwriter, Chicago

MUTUAL LIFE OF ILLINOIS

HOME OFFICE
SPRINGFIELD, ILLINOIS
An Old Line Legal Reserve Life Insurance Company
A Company of Service

Service to Policy Holders
Operates under the Famous "Registration Act" which requires the reserve on every policy issued to be deposited and held in Trust by the Insurance Department of the State

Live Up-to-Date Policies
A few good openings for good live producers in Illinois. Correspondence Invited.
H. B. HILL, President N. H. WALT, Vice-Pres. and Agency Director JAS. FAIRLIE Vice-Pres. and Actuary DR. J. R. NEAL, Sec.



Line Up With a Live, Progressive Company

WE want wide-awake, intelligent, successful producers to sell a line of policies that cannot be beaten—to sell our "Ordinary Life if you Die, Optional 20 Pay Life or Endowment Policy, if you live." The policy that does just what it says—pays ordinary life benefits should the assured die before completing the 20-Payments.

The National Savings Life is a progressive company—a company constantly seeking to serve the best interests of the agent and assured. It operates in Kansas, Oklahoma, Arkansas and Illinois. We have just been admitted to Texas. With our line of policies and efficient organization we are going steadily forward. Are you a man of vision who can sense a good proposition when he sees it? If you are, you will get in touch with us.

Write Louis A. Boli, Jr., Vice President and Agency Director, Wichita, Kansas, for full particulars.



THE Company with the personal contract offers excellent openings to clear-thinking, red-blooded agents who like to cooperate with the home office and who will in turn be given every possible aid in their development.

Write or wire for further information

SAN JACINTO LIFE INS. CO.
Beaumont, Texas

H. M. HARGROVE, President

The GLOBE MUTUAL LIFE INSURANCE COMPANY OF CHICAGO, ILL.

PROGRESS OF THE GLOBE

Estimated Results for 1921 Over Last Five Years

GAIN IN INTEREST INCOME	32 PER CENT
GAIN IN ASSETS	319 PER CENT
GAIN IN INCOME	35 PER CENT
GAIN IN INSURANCE IN FORCE	35 PER CENT
AVERAGE GAIN OVER LAST FIVE YEARS	228 PER CENT

The above figures are the results of the highest grade of service to policyholders and representatives. The latest is

CLAIMS PAID BY TELEGRAPH

To which have been added

CLAIMS ADJUSTED BY RADIO

It is the last word in

SERVICE

T. F. Barry—Founder.

give an opportunity for an equitable readjustment of premium rates. Non-participating companies would thereby be permitted to reduce their rates at the younger ages without being penalized by a deficiency reserve.

"5. The adoption of this table would materially assist the equitable distribution of surplus to policyholders.

DISTINCT SERVICE TO PUBLIC

"The last two reasons are, of course, the most important. It is pretty generally recognized that persons insured at the younger ages are paying more for their insurance than is strictly warranted and that the reverse is true at the older ages. If a proper adjustment could be brought about by means of this table, I believe it would be a distinct service to the insuring public.

EXPERIENCE ON AMERICAN MEN

"Various figures have been published in actuarial papers showing mortality experiences as compared with the American men table. One of the largest companies shows a ratio of actual to expected mortality of 87.3 per cent on issues of 1885 to 1905, and 79.5 per cent on issues of 1906 to 1915, the exposure being taken up to the anniversary in 1920. The ratio for the single year 1924 on issues of 1889 to 1919 was 69 per cent.

"Another large company which has been in business over 50 years shows the following ratios for issues from inception down to and including 1918, the exposure being from 1900 to 1924.

Attained Age	Ratio
20-29	97.5%
30-39	93.5
40-49	95.3
50-59	95.7
60-69	97.1
70-79	98.6
80-100	98.1
Total	95.6%

"Bear in mind, too, that these figures include all war and influenza losses.

EFFECT ON EXTENDED INSURANCE

"It is stated that the use of this table probably means the abandonment of extended insurance. The reason for this statement is that the periods of extension would be greatly prolonged. For example, an ordinary life policy issued at age 25 and lapsed at the end of five years would be entitled to extended insurance of five years and 354 days according to a schedule based upon the American Experience Table. The period brought out by the use of the new table would be 12 years and 297 days. Clearly, therefore, this is an important phase of the matter. It is not certain that the use of this table would necessarily mean the abandonment of extended insurance. However, even if it did have such a result, I am not altogether sure that it would be a bad thing. The extended insurance option certainly gives to the assured an opportunity for selection against the company. It has always seemed to me to be rather illogical to say that just because a man fails to pay his premium his policy is immediately changed from a life or endowment form to a term contract.

MUST MODIFY EXPENSE LIMIT LAW

"It has been argued that this table is not suitable as a measure of the limits of expenses on the principle underlying section 97 of the New York insurance law. This is a valid argument and must be conceded. Some modifications of section 97 would be just as desirable as a change in the valuation laws in order to make possible the use of this table. However, the principle of the law and its practical results would in no way be affected by such a modification.

"It has been stated that the cost of insurance in participating companies is more likely to be increased than decreased by the use of the new table. I do not see why. Net cost depends almost entirely upon actual death losses, interest earnings and expenses, none of which are affected by the mortality table used for valuation purposes. There probably would be a readjustment of net cost, but in many cases this would be by no means undesirable.

"Finally, the most serious objection

stated is that it requires numerous changes in the insurance laws of several states, which, it is contended, could not readily be secured. Admittedly, this is an obstacle, but not one that is insurmountable. If the change be proved to be desirable, I believe it deserves the support of this convention. And with such support, I believe that the necessary changes in laws could be secured."

COMMISSIONERS MEET ON SOUTHERN BORDER

(CONTINUED FROM PAGE 1)

insurance company officials and other commissioners showing how they felt on this particular subject.

Much attention was given to this address. There is a feeling among many of the commissioners that Commissioner Kendrick will be the next president of the organization.

Monday afternoon all of those in attendance at the convention were taken for an automobile drive over the city, and to the army posts, parks and missions.

MEXICAN OFFICIAL ON PROGRAM

Tuesday morning's session was opened with an address prepared by Daniel Lavin, accounting inspector of the Bureau of Insurance of the Department of Labor of the Republic of Mexico. Mr. Lavin was introduced to the convention by A. P. Carrillo, Mexican consul general at San Antonio. Mr. Lavin, being unable to speak the English language, had his paper read by M. C. Gonzales, an attorney of San Antonio. The paper was most interesting and told of the operation of the insurance department of Mexico and the activities of the companies operating there.

John R. Dumont, Nebraska commissioner, read a paper on "Insurance Agent From the Viewpoint of a Commissioner."

LIFE MEN GIVE BANQUET

Tuesday night the Southwest Texas Life Underwriters Association tendered a banquet and entertainment to the visiting commissioners and fire marshals at the Gunter hotel. About 500 hundred attended. Among the speakers were John L. Shuff of Cincinnati, Harry L. Conn, Ohio commissioner, and Col. William Mitchell, the famous aviator, who is contending for improvements in the air service. The entertainment features were well received. Tuesday night those attending the convention left on a trip to the Rio Grande Valley, where they were entertained royally all day Wednesday. Business sessions will be resumed Thursday morning at San Antonio.

DISCUSSION OF RESERVE BASIS

William M. Corcoran, actuary of the Connecticut insurance department, in a speech before the insurance commissioners, urged a change in reserve basis from the American Men Table to the American Men Ultimate Table "Should the American Men mortality table be made permissive as a legal valuation standard?" was his topic. Proponents of a change claim that adoption of the American Ultimate Table will mean "cheaper insurance." Following Mr. Corcoran's paper, President Luning said he would appoint a committee to consider the proposed change in reserve basis.

James A. Beha, superintendent of insurance of New York, moved that the committee be appointed from state commissioners and that they be instructed to report back at the December meeting of the association. Others expressed the belief that department actuaries should be included in the committee personnel.

After considerable discussion, in which some of the commissioners expressed an opinion that they were not prepared to vote on the motion at this time, further action was postponed.

A discussion of the Corcoran paper by R. B. Robbins, assistant actuary of the New York department, was filed and will be considered by any committee that considers the proposed change.

AETNA GENERAL AGENTS CONFERENCE IS HELD

(CONTINUED FROM PAGE 3)

spent \$21 for advertising. Today, Mr. Curtis added, a newspaper cannot exist in Philadelphia without the Wanamaker advertising, for the housewives have become accustomed to it through two generations, and will not submit to what they consider a deprivation.

The Aetna has organized courses of instruction for agents under the capable leadership of H. P. Gravengaard, the success of which to the present time has proved its value. Two courses are offered, one a correspondence course which may be taken by a single agent or by a small group. The other is a traveling school which Mr. Gravengaard has conducted with marked success at various points. This course, which lasts eight weeks, is given in agencies where 20 or more men will join to form a class. So great has been the demand for the traveling school that the Aetna is adding two other instructors of ability, one of whom, Lester Scriven, has already been selected.

Tribute to J. L. English

Owing to the infirmities of his many years, most of them devoted to the service of the Aetna, Vice-President J. L. English was unable to attend the meeting. The high esteem in which he has always been held by the men in the field was borne out by the telegram of good will sent to him by the members of the conference.

One of the interesting subjects of the day was the discussion of salary budget insurance by Richard Place of the home office who has just recently been promoted from the group department to take charge of the activities of this division. Two sales are required to arrange for contracts of this character, the sale to the employer and to the employee. Of the two, the former is the more important though it seems that the latter has been receiving the greater stress in many instances. The employer who gives whole-hearted cooperation and backing is an asset that assures the success of the work with the employees. The modern employer is interested in two subjects for his employees, thrift plans and old age pensions. The salary budget policy is a happy solution of both. In addition, it gives the employee's family protection in event of death.

In approaching a salary budget contract, the solicitor who makes complete plans is the one who will secure the greatest success. Haphazard methods are very dangerous. A plan which has proved its value is to sell the employer completely, and then arrange to send out a letter on his stationery over his signature telling the employees, in simple language, of the plan. Posters on the bulletin boards add materially, and other literature will enable the employees to get a better understanding. Furthermore, it promotes an interchange of opinion between employees, usually a beneficial circumstance, since there can be no sales resistance where selling effort is not made. Addressing the foremen together with the employer will put the details into proper hands.

Discuss Cost Question

The fifth day was devoted to home office matters which affect the field, with especial attention to increased efficiency and lower cost of proper cooperation on both sides. J. B. Slimmon, secretary, discussed the speed with which policies can be issued if complete and correct data accompany each application. Lack of details handicaps the work in the underwriting department. He also commented on the heavy and avoidable cost of not taken policies. He said that their volume amounts to more than the total business of many of the large companies.

W. H. Dallas, superintendent of agencies, discussed the agents' and general agents' contracts now in force. H. E. Wright emphasized the importance of proper audits and their relation to the business. R. W. McCreary developed the thought that the general

agency system is better than the managerial system. He told of the basis for determining the allowances for agency expense. A very carefully worked out plan has been in effect which promises to be eminently satisfactory. It is based on policies written and premium income. Vice-President Luther appealed to the general agents to use greater administrative thought in their business. He declared that no business house handling as much revenue in any other line could hope to survive modern competition if handled with as little thought regarding the principles underlying common business practice.

Large Banquet Held

The banquet was held Monday evening. The motto of the Aetna for 1926 is "With All Sails Set" and to carry out this idea, the banquet hall was decorated to resemble a ship and was entered over a gangplank. The room was exceedingly gay with pennants flying and guests wearing yachting caps. Sam Burbank, general agent at Louisville, Ky., was toastmaster. President Brainard presented the prizes of the sport tournament. T. H. Christmas was presented with a loving cup in recognition of his 60th year of service with the Aetna. E. J. Cappell was the speaker of the evening.

The final day of the conference was

devoted to aids which the company is to give its field force, to suggestions of other sources of assistance and to announcements. The subject of sales promotion and advertising was given a thorough discussion by H. E. Houghton who has developed a comprehensive plan to cover the activity of this division for many months to come. National advertising coupled with corresponding literature and sales plans are to be leading features. In order to follow through the plan found to work well in many cases where new agents begin their work in insurance by selling accident and health insurance, T. A. Keith gave his basic sales plan talk and told of its usefulness as a sure builder of business.

Holcombe Addresses Meeting

J. M. Holcombe, Jr., manager of the sales research bureau, addressed the meeting. He particularly made the point that liking for the life insurance business and loyalty to it are essential to success and that an added attribute is the leader's ability to take the agents into his confidence. Since the Aetna Life division offers ordinary, accident and health and group insurance, all agencies should center their efforts around these plans. For the first class he particularly emphasized the value which the "Diamond Life Bulletins" had been to those

Aetna agencies subscribing to it. Both he and Mr. Keith spoke strongly on the proper selling of insurance. Improper selling is reflected directly by lapse. Mr. Wells declared that in a recent month such lapses had cost agents in this company alone over \$10,000.

Brainard on Investments

The first speaker of the afternoon session was President Morgan B. Brainard who commented on the investment in insurance funds and the effort made to distribute them as nearly as possible in the section from which they come as premiums. He expressed his pleasure that the general agents had gathered together and thanked them for their contribution to the success of the meetings.

Saying that the task of building an agency should be approached with humility, Hugh D. Hart of Hart & Euclid, said that such organizations are built of men but they are founded on principle. He made two points. The first was that the general agent must have a sound financial basis to prosper in a large way; the second that advances are the bane of the business and must be abolished. The same money put into agents' training courses turns a destructive practice to a constructive work. Vice-President Kendrick A. Luther closed the meeting.

Our Agents Have A Wider Field— An Increased Opportunity Because We Have

Age Limits from 0 to 60.

Policies for substantial amounts (up to \$5,000) for Children on variety of Life and Endowment plans, thus enabling parents to buy all of the Family's insurance on the Ordinary, i.e. Annual, Semi-annual or Quarterly Premium plan.

Participating and Non-Participating Policies.

Same Rates for Males and Females.

Double Indemnity and Total and Permanent Disability features for Males and Females alike.

Standard and Substandard Risk Contracts, i. e. less work for nothing.

We have openings in Ala., Ariz., Ark., Dela., D. C., Fla., Ga., Ill., Ia., Kans., Md., Mich., Minn., Miss., N. M., N. C., Okla., S. D., W. Va., Wyo.

THE OLD COLONY LIFE INSURANCE COMPANY of CHICAGO, ILL.

B. R. NUESKE, President

The Company has its Home Office in its own building at 166 W. Jackson Blvd., running through to Quincy and Wells Streets, right in the heart of *Chicago's Financial district*.

AGENCY PROBLEMS ARE GIVEN MUCH ATTENTION

(CONTINUED FROM PAGE 3)

market. Since many things can be said which can not be written, the general agent must arrange for a personal interview with his prospective agent, and one objective is to sell himself. Having made sure that the agent is proper material, the manager must stick to him for the agent's failure may otherwise be due in large part to his own failure.

Wants College Men

W. R. Harper, general agent at Philadelphia, took up the topic of obtaining college men as agents. Many of the successful men in his office are college men who have had other business experience between the time of graduation and entering upon an insurance career. Mr. Harper is enthusiastic about the college man, being satisfied that his training enables him to absorb the technical phase of the business quickly and his usually broader experience tends to assure earlier success than with the non-college man.

That man power is the solution of every problem of the general agent was the slogan of Friend L. Wells of the home office agency department. The cost of developing and training agents is heavy in event of their leaving the business. It is therefore imperative to make a most careful selection. The agency that is to be continually successful is the one that chooses its men and makes them permanent assets. Many general agents do not realize the size of their jobs.

Those who spoke upon the subject the third day were P. W. Simpson of Indianapolis, J. A. Wood of Oklahoma City, R. P. Baird of Albany and H. W. Kavel of Minneapolis, all general agents. Hugh D. Hart of Hart & Eubank, New York, presided.

Handling Undesirables

It was found to be the aim of the managers to have an agent in each county with one or more in each city from 5,000 population up. A question calling for especial consideration was that of excluding the undesirable agents.

Mr. Simpson said that there is a desirable man in each section of the territory—the man who could develop the life business in it. It is only a question of finding him.

Varies With Agency Size

Selecting agents offers problems which vary with the size of the agency. The small agency's men come chiefly from personal selection by the general agent, but as the agency personnel increases, the demands upon the general agents' time and energy preclude this method, though it has been found to produce the most satisfactory choice of agency material. This disadvantage is offset, however, by the growing prestige of the expanding agency for such an organization attracts eligible men who wish to become associated with a progressive and prosperous group. Under these conditions, advertising of the proper kind results in the voluntary application of a sufficient number of men to enable continued building of the agency force a simpler task.

The asset of the agency which is of the greatest value in securing new agents is the success of the men already

under contract. They tell their friends of their progress and this quiet advertising of the opportunities awaiting a man in life insurance has the ultimate effect of attracting men who have already passed the judgment of the agents.

Many successful men in other lines have expressed the wish that they had been successful life insurance salesmen. In other words, competent men appreciate the ability of the success in life insurance selling and would like to have tested their ability by that measure. Translated into practical terms, men who believe in themselves and their future find a challenge in life insurance selling which brings out the best in them. With this viewpoint in mind, the general agent can surely select all the men he needs to develop his business. Hugh D. Hart's opinion of the problem of obtaining agents is that it is solved by "a constructive method of getting men out of blind alley jobs."

Training Is Considered

The speakers on the subject of the training of agents were N. E. Ellsworth, of Washington, D. C., general agent, R. G. Gregory, in charge of the training school of Hart & Eubank at New York City, and H. P. Gravengaard, director of the agents' training courses at the home office. Mr. Ellsworth's authority on the subject is based upon the fact that he has himself evolved a course of study that has succeeded in attracting not only prospective agents, but brokers and established agents as well.

DISCUSSES PRINCIPLES OF AGENCY BUILDING

(CONTINUED FROM PAGE 4)

agent who is not producing as much as a hundred thousand in new premiums annually should get out his pencil and figure out his costs and returns. Nothing else that he could do will so stimulate activity toward increased production.

Without Chart, Agency Drifts

"In conclusion, we believe that these principles are sound, that they are practical and that they are necessary. We believe that without an established code the general agent will drift. We believe that the old slack methods of yesterday must be put aside and modern principles of operation be adopted—for the marvelous records of yesterday are but commonplace records today. And the miracles of today, in the light of tomorrow's accomplishments, will cease to give even the solace of a thrill, for we are emerging into an era of accomplishments so large as to surpass the most romantic dreams of the founders of our business."

DOUBLE INDEMNITY AS APPLIED TO AVIATION

(CONTINUED FROM PAGE 6)

and be designated by the courts as a common carrier.

"When the commercial aeroplane becomes a necessary factor in the transportation facilities of certain sections of the country and when the accidents grow less and less in proportion to the number of people using same for transportation, as a result of the improvement and refinement in construction, the insurance companies will be called upon

to issue policies covering passengers on such, then, common carriers. At first the companies may only issue limited and restricted policies and may require an additional premium. No doubt, if the courts were now called upon to designate the status of the aeroplanes which fly daily between London and Paris carrying passengers and baggage on regular schedules for fixed fares, they would be fixed as common carriers.

Recovery Not Granted

"In the case of Masonic Accident et al. vs. Jackson reported in 147 N. E. 156 (Indiana case), we find a modern policy which exempts the company from liability for death or disability that may be caused or contributed to wholly or in part while engaged in aviation or ballooning, and the court in this case held that where insured died from injuries received while riding as passenger in aeroplane, beneficiary held not entitled to recover on policy which excepted death or disability while 'engaged in aviation,' that phrase meaning the act of flying in the air in a machine heavier than air, whether piloting or riding as passenger.

Hazards Not Covered

"In the case of Meredith vs. Business Men's Accident, 213 Mo. App. 688; 252 S. W. 976, the court defined the words 'participate in aeronautics' to mean 'to share in sailing or floating in the air.' The policy in this case clearly shows the parties had in mind a classification of hazards, and recognized the rights of the insurer to protect itself from the hazardous acts and diseases named. Riding in an aeroplane, either as a pilot or passenger, would naturally increase the probability of injury to the person so engaged. The court held appellee's husband, at the time of the injury which resulted in his death, was engaged in aviation, and that there can be no recovery under the facts as alleged in the complaint."

DISABILITY CLAUSE DECISIONS ANALYZED

(CONTINUED FROM PAGE 9)

disability continues. It won on that ground.

Cases Under War Risks

Mr. Bates also gave some attention to decisions of the federal court under the United States policies of war risk insurance. He said the decisions were not precisely applicable, being based on statutes while decisions involving companies are based on contracts, but they throw some light on the rule of the courts.

The life companies have not profited by finding the law ready made on the question of totality. Probably, the actuaries expected an entirely literal interpretation of the permanent and total disability clause. The question of performance of minor duties is an unexpected one in the life insurance cases. Accident insurance covers both temporary and permanent disability and therefore, an insured may try to keep his hand in at his business. Thus the question of what is total disability often comes up. Under the life insurance clause it might be expected that the insured's business would be abandoned before claim was made.

WOMEN NOW BUY AND SELL LIFE INSURANCE

(CONTINUED FROM PAGE 12)

done in a similar case. No solution of his problem is there, so he takes the problem to his supervisor for analysis and they, together, go out to hear the lioness in her den. But "the female of the species is more deadly than the male." Even the two of them do not always write the husband's application for life insurance. What is needed? A woman's influence—a woman life insurance agent? Yes, or it may come through the volunteer; a word spoken over a friendly cup of tea, in a neighbor's visit, a woman's club meeting, or on any of the many occasions that women find to talk.

Spreading the Word

Women are splendid boosters and my, they just love to talk! We want that everybody on earth should know about life insurance; know enough about it to buy, keep it, use it. Just give women a clear understanding of this subject, start them out talking and telling, and the good result will manifest itself in the increased production of insurance.

Finally then, let life insurance companies instruct women, all of them that it is possible to reach. Go into their meetings, talk with them in their homes. Broadcast life insurance. Breathe the breath of life insurance into them until they consider the field and buy it. Have them buy it for every member of their families in equal proportion as they buy the other essentials for their households.

SAYS SALESMEN ARE MADE AND NOT BORN

(CONTINUED FROM PAGE 12)

ordered sales campaign—such things as these are phases of scientific selling which will help an agent over rough places much more effectively than any spur of the moment thought.

Less Buying on Friendship

"The principal need in the insurance profession today is a high order of agents who are grounded in insurance principals and are competent to advise on intimate programs of life insurance for the individual. From now on there will be less and less buying of insurance on mere friendship, and more and more buying on conviction. Our agents will be compelled to use their brains, and their success will depend more on how well they use them than on how well they use their feet."

Sums Up His Creed

"My creed regarding life insurance soliciting may be summed up in the following: Plan your statements; analyze your statements; gain the prospect's confidence; tell the truth."

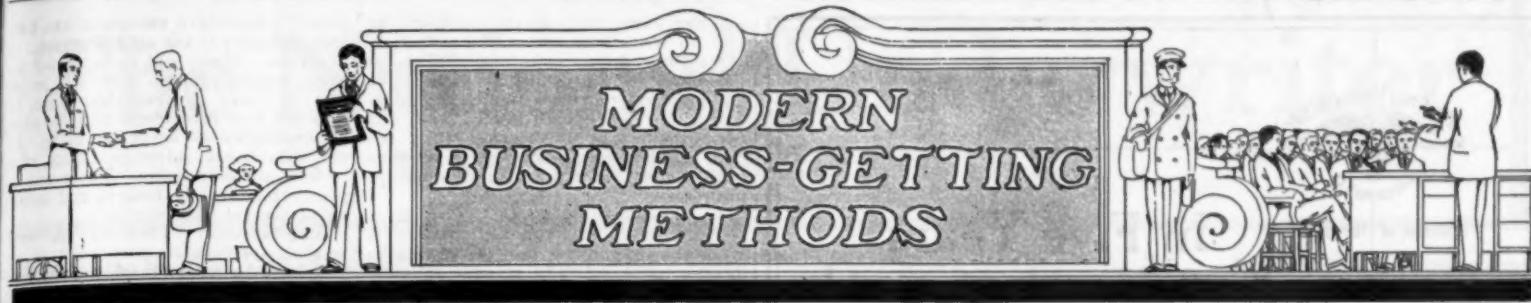
"A definite selling talk teaches the quickest and easiest method of making the approach, getting the attention, arousing interest, producing conviction, creating desire, producing resolve, answering all conceivable objections, and closing the sale. At the present time there is a definite trend among life underwriters toward selling life insurance on the program method. The man who adopts this analytical method of finding the life insurance needs of his prospect will increase his business tremendously, because he will gain a reputation for scientific business methods."

M. A. NATION, Pres.

Universal Life Insurance Company

Dubuque, Iowa

WE WANT GOOD MEN



Five Fundamentals Which, Followed With Persistence, Will Bring Success to Life Insurance Salesmen of Today

BY DANFORD M. BAKER, JR.

Pacific Mutual Life

SELLING life insurance today is entirely different from what it was but a few years ago. Then the life insurance agent would rank in the same class with the book agent, and it was the consensus that when a man failed in everything else, he took to life insurance. Today the life insurance agent is classed with the banker, the doctor, the lawyer. Life underwriting is recognized as a profession.

I have been in the insurance business nearly six years, during which time I have had an opportunity to observe many agents connected with our company, and I have noticed that the largest producers are those who work the hardest.

Long Hours and Many of Them Get Business

Take such prominent underwriters as Tom Cantwell, Robert Brown and Charlie Lewin. Each is an indefatigable

worker, at his desk early in the morning and back late in the day, after making a substantial number of calls and personal interviews. Simply because a man says that he is not interested in life insurance does not discourage these agents. It is at that point that they begin to work and never give up unless they are more than convinced that the case is a hopeless one.

If you want to make a success of the insurance business, if you want to make money at it, you have got to work. I think you have got to work harder in the insurance business than in any other line. You have got to systematize your work. In other words, make a business of life underwriting.

Too Much Time Wasted; Keeping on Job Hardest Part

If I were a general agent for an insurance company, I would put a time clock in the office and I would make

each agent punch the time clock when he arrived in the morning and when he left in the evening. If that system were installed in an agency, I am sure you would find very few who put in more than one to two hours a day in actual hard work. If it were possible for each of us to carry around an automatic machine, recording the interviews, what was said during the interview, and the time spent in actual solicitation, we all could see at a glance how much time we waste.

To me the hardest part of the insurance business is keeping on the job. It isn't the so-called marvelous salesmanship, this mysterious power that they write about in books, this wonderful personality that they speak of that makes success. It is pure, hard, unadulterated work along the right lines.

I have tried to impress upon you the necessity of working; but in order to make a large success it is necessary to systematize and to plan your work. Now, if you will follow this plan, I am confident that you will increase your production 100 percent.

The Insurance Business Is Enough to Keep You Busy

First of all, if you are going into the insurance business you must give up every other kind of business; that is, you must not have any other business that

detracts from your insurance business. Free your mind of worry. I know of a man, one of the largest producers, who became interested in another business, thinking that it would not take very much of his time or detract from his insurance business.

He soon learned that one cannot be in the insurance business and run some other business successfully. One or the other is bound to suffer. Go into the insurance business with your mind made up that you are going to make a success of it; that is going to be your life work; that you are going to be the biggest producer in your company; that you are not going to be satisfied with \$50,000 a year; that you want to write \$1,000,000 a year or \$2,000,000 a year. Have that aim and work toward it. In other words, sell yourself the idea that there is no business as profitable as the life insurance business and that it is going to be your life work.

Call on Ten Prospects a Day Every Day

Next, sit down and think of all the people you know. Write their names down. List them on cards, and the following day call on at least ten of these people. You won't sell all of them, that is true; but those that you don't sell will give you names of people that you might sell. Whenever you

Central States Life Insurance Company

St. Louis, Mo.

General Agency Openings in

ILLINOIS
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All Ages up to 65.
Participating and Non-Participating.
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Disability and Double Indemnity.

ASSETS: \$6,500,000

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"Protector of the Home"

**In Five Years
this Company has increased**

its business in force.....	147%
its premium income.....	133%
its assets.....	190%
its reserves.....	267%
its surplus to policyholders.....	17.5%

It's a good Company to tie to

For the right man, we will enter the State of Florida. Many opportunities are available in Ohio, Kentucky, West Virginia, Tennessee, Michigan, Pennsylvania, New Jersey, Mississippi, Arkansas, Texas, Nebraska and Iowa.

THE OHIO NATIONAL LIFE INSURANCE COMPANY

CINCINNATI, OHIO

W. F. Macallister, Agency Mgr.
T. W. Appleby, Pres.

get the name of a likely prospect, be sure to write it down or you will soon forget it. After you have called on these ten people return to your office and arrange your work for the next day. Select ten additional names and call upon them. In any event, either secure an interview, submit your proposition or get the prospect to sign an application.

If it is possible at this time, it is strongly urged that you get a secretary, who can attend to the office details, answer telephone calls, arrange appointments, and by all means do a limited amount of circularizing. To me, circularizing is a wonderful medium and a wonderful driving power. You write a man a letter and in this letter you tell him that you are going to call upon him in order to discuss the matter of life insurance. You have obligated yourself, and I am sure there is no one who, when he obligates himself, would not carry out the obligation. As you send out these circular letters have prospect cards made out and within a few days follow up each one either by a telephone or with a personal call.

Pick Prospects Carefully; There Are Plenty of Them

It is essential that your prospects be of the right caliber. There are a great many men in this country who would like to buy insurance but who cannot afford it. Circularize and call on prospects who have the money to buy. It is the man who is making money and who is successful who is buying insurance. That makes it necessary for those who are new in a city, who do not have many acquaintances, to do a certain amount of cold canvassing. By that I mean starting at the top of a building, going into each office and obtaining as many interviews as possible. This is not an easy method and the results will not be large at first, but it is the only way to get started.

The world is underinsured and there are people waiting for some live agent to come in and take their applications. When you sell a man a policy, you can capitalize him for more than the commission you make out of the policy. Do you ask him the names of people whom he thinks might be interested in the same policy? I am afraid many of us do not. But if you want to increase your production, capitalize all your policyholders. Many agents write half their business on the old policyholders themselves.

It is true that you cannot start in the insurance business and expect to write \$100,000 a month at the start, but I venture to say that if you really work as you must work to get anywhere in the insurance business, you will be writing in the neighborhood of that amount within a very few months. Other men are doing it for the reason that they work hard every day in the year.

Do Not Lose Interest When You Fail to Sell Prospect

Another thing that is often overlooked is that the average agent does not capitalize the interview. By that I mean getting as much as possible out of it. If, after submitting your proposition, you are unsuccessful, do not lose interest because some time in the future this same prospect is going to buy life insurance. Compliment him on the companies in which he now carries his insurance. Find out as much as you can about his personal affairs, and then suggest that you take his policies and go over them in order to make an analysis of his present insurance. In other words, take an interest in your prospect even if he doesn't buy.

This interest will be appreciated and some time it will be returned twofold. He will realize that you are interested in him and will generally either give you the name of a likely prospect or even let you have his policies for purpose of analysis. It has been my experience that one can eventually sell nine out of ten of these prospects.

Another subject rarely touched upon and which to me is a rather important

point in making a success of the insurance business is the agent's personal appearance. Many will probably say that they cannot afford a new suit or new pair of shoes or even clean linen, but it is the best investment that the young or unexperienced agent can make. The old, established salesman cannot afford to look slovenly either. Those who are prosperous usually look it, and nothing gains success like success.

Summarizing: First of all, work second, systematize your work so that you have to work; third, get the interviews and capitalize on them; fourth, render a useful service to clients and prospects, and fifth, look as though you had just closed a million dollar case.

New Agents Must Realize Value of Complete and Detailed Working Plan

ONE of the factors which the new life agent must early recognize as important in a business-getting campaign is the planning of his search for prospects and his solicitation of them. Without a good set of plans to be rigidly and carefully followed, a carpenter cannot build a good house. In the same way the new agent will find from experience that he cannot build his business successfully without the making of plans and careful adherence to them.

At times, it is true, the most elaborate and most carefully detailed plans have gone for nothing, due to failure to take in unforeseen conditions or failure to take account of some small details. But for every failure with plans there are thousands of them caused by lack of plans.

The new agent should make a definite carefully laid out effort to get in touch with only those who he knows are real prospects. Blind solicitations have caused more failures in the field of life insurance than almost any other cause. By planning his calls carefully the agent will be able to cut out a great deal of dead timber and will be able to make one call do the work of three or four.

Build a Chain of Prospects

After a little, he will also realize that every good prospect can probably put him in touch with two or three more good prospects and in this way he will be able to build a chain of prospective buyers.

The leaders in all branches of insurance are in the position they occupy today because they have carefully planned their work and have deliberately and persistently carried out these plans, at least until they had discovered some reason why they would not work as they were. In this case, the wise agent will make the necessary changes in his plans knowing that it is only logical to profit by a mistake.

Scranton Life Agents in Canada

MONTREAL, QUE., Sept. 16.—The agents of the Scranton Life who made the distinguished service club are in Canada this week on an eight days' trip. They came up from Lake George. They are traveling in a motor bus. The company officials on the trip are Vice-President W. P. Stevens, Secretary W. E. Napier, Agency Manager C. H. Jackson, Assistant Agency Manager John A. H. Gilbert. The largest personal producer was Samuel Weiss of Philadelphia, who has led for three years.

Gets \$8,000,000 Group

The Prudential has announced that a group life policy covering 2,000 employees of the Clinchfield (Tenn.) Railroad and its subsidiaries totaling approximately \$8,000,000, has been written. In addition to the Clinchfield system the policy protects men and women employees of the Black Mountain Railway and the Irwin Electric Light & Power Company. The policy is on the contributory plan.

If	If
Territory does make a difference	You are a producer
If	If
Close cooperation is necessary	You believe in yourself
If	If
A friendly interest is needed	You want a REAL job

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COLUMBIA LIFE INSURANCE COMPANY

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WE WANT REPRESENTATIVES in Ohio, Indiana, Kentucky, Michigan, Pennsylvania, West Virginia, Texas, Oklahoma, California.

TELL IT ALL in your first letter—your confidence will be duly respected pending your decision to accept or reject.

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